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STATE OF MICHIGAN  
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December 18, 2015

On July 22, 2014, the President signed the Workforce Innovation and Opportunity Act (WIOA) into law (Public Law 113-128). Under the WIOA, the Governor of each state must submit a Unified or Combined State Plan to the U.S. Secretary of Labor that outlines a four-year workforce development strategy for the state's workforce development system. States must have approved plans in place in order to receive funding for the WIOA core programs.

The WIOA is comprehensive legislation that reforms and modernizes the public workforce system. It reaffirms the role of the public workforce system and brings together and enhances several key employment, education, and training programs. One of the principle areas of reform is to require States to plan across core programs and include this planning process in the Unified or Combined State Plan.

Michigan is submitting a Unified State Plan. The plan must meet the requirements described in the WIOA, the WIOA Proposed Rules, and other published federal guidance. The plan must outline a four-year strategy for the following core programs:

- The Adult Program (Title I);
- The Dislocated Worker Program (Title I);
- The Youth Program (Title I);
- The Adult Education and Family Literacy Act (Title II);
- The Wagner-Peyser Act (Wagner-Peyser Act, as amended by Title III); and
- The Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

The major content areas of the plan include strategic and operational planning elements. All strategic and operational planning elements in the plan apply to all of the core programs.

Per the WIOA Notice of Proposed Rulemaking 20 CFR Section 676.130(c), the State of Michigan is providing an opportunity for public comment on, and input into, the development of the State's Unified Plan prior to its submission to the U.S. Department of Labor and the U.S. Department of Education. The plan will be posted at [http://www.michigan.gov/mdhhs/0,5885,7-339-73971\\_25392---,00.html](http://www.michigan.gov/mdhhs/0,5885,7-339-73971_25392---,00.html) until 5:00pm on

January 31, 2016. All comments regarding the plan should be submitted to:

Suzanne Howell, Michigan Rehabilitation Services Director  
Michigan Department of Health and Human Services  
235 S. Grand Avenue, Suite 414  
Lansing, Michigan 48933  
[PolicyUnitSupportCenter@michigan.gov](mailto:PolicyUnitSupportCenter@michigan.gov)  
Fax: (517) 373-0565  
1-800-605-6722 (toll free)

To ensure your **comments** are considered, they **must be received no later than 5:00 p.m. on January 31, 2016.**

Michigan Rehabilitation Services  
235 S. Grand Avenue, Suite 414, PO Box 30010 • Lansing, Michigan 48909  
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*State of Michigan*

**Workforce Innovation and Opportunity Act (WIOA)  
Unified State Plan**

**July 1, 2016 through June 30, 2020**

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## **Workforce Innovation and Opportunity Act (WIOA) Unified State Plan Executive Summary**

Michigan is submitting a Unified State Plan. The plan must meet the requirements described in the WIOA, the WIOA Proposed Rules, and other published federal guidance. The plan must outline a four year strategy for the core programs. The core programs include:

- The Adult Program (Title I);
- The Dislocated Worker Program (Title I);
- The Youth Program (Title I);
- The Adult Education and Family Literacy Act Program (Title II);
- The Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III); and
- The Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

The major content areas of the plan include strategic and operational planning elements. All strategic and operational planning elements in the plan apply to all of the core programs.

The strategic planning elements section of the plan includes analyses of the state's economic conditions, workforce characteristics, and workforce development activities. These analyses, as prepared by the Department of Technology, Management and Budget's Bureau of Labor Market Information and Strategic Initiatives, drive the required vision and goals for the State's workforce development programs to support economic growth. The required elements in this section allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth.

The operational planning elements section identifies the State's efforts to support the State's strategic vision and goals as identified in the strategic planning elements section. This section ensures that the State has the necessary infrastructure, policies and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination.

Operational planning elements include:

- State Strategy Implementation, which includes how the State Board will implement its functions as required under the WIOA and how the State will implement the State's strategies as identified in the Strategic Planning Elements Section;
- State Operating Systems and Policies, which includes State operating systems that support the coordinated implementation, data collection and reporting process used for all program activities, State policies, assessment of all core programs, funding distribution, data alignment and integration between core programs, and performance accountability;
- Common assurances, for all core programs; and
- Program-Specific Requirements for each of the core programs.

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When responding to the plan requirements, states must identify specific strategies for coordinating programs and services for target populations. While discussion of and strategies for every target population is not expected, states are required to address as many as are applicable to their state's population and look beyond strategies for the general population.

**How the Strategies in the Unified State Plan Support the State's Vision:**

Governor Rick Snyder's 2015 State of the State address outlined his priorities for his second term. His overall state priority, identified as the "River of Opportunity," places an emphasis on putting people first, with the goal of helping all Michiganders succeed, no matter their stage in life. This priority will be accomplished through collaboration and cooperation to restructure State government, resulting in an effective, efficient, and accountable government that better serves its citizens.

The following key actions necessary to continue Michigan's reinvention include:

- Revolutionizing how government operates by reducing bureaucracy and inefficiencies in the system through restructuring government by combining talent and workforce operations;
- Focusing on early childhood education (prenatal through the third grade) by improving early literacy by providing half-day pre-school opportunities across the state. Proficiency in third grade reading is an early indicator of having a skilled workforce that is imperative to making Michigan stronger;
- Focusing on K-12 education to improve achievement in Michigan schools by improving efforts to nurture and educate our youth from prenatal and beyond;
- Ensuring that training is demand-driven by creating partnerships with education and employers, building a seamless One-Stop system for both employers and job seekers, emphasizing the value of science, technology, engineering, and math education, and by investing in skilled trades training and career tech education opportunities;
- Creating Prosperity Regions across the state, thereby allowing local areas to devote their resources to leverage state resources that help create more and better jobs and training;
- Assisting the structurally unemployed by offering services tailored to meet individual needs;
- Providing one-stop shopping for veterans; and
- Increasing accountability through measuring outcomes and results.

Created by [Executive Order 2015-11](#) in April 2015, the Governor's Talent Investment Board is a business majority led board of industry executives, legislators, labor officials, education leaders, local elected officials, state agency directors and other representatives consistent with the provisions of the WIOA Section 101(b). The Governor's Talent Investment Board plays a vital

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role in bringing citizen involvement, engagement, and oversight to the state's talent enhancement effort, and serves as a catalyst for talent enhancement and economic development entities. The Governor's Talent Investment Board recommends policies to the Governor and state departments that guide workforce investment and training at both the state and local levels. The Governor's Talent Investment Board is the principal private-sector policy advisor on building a strong workforce system aligned with state education policies and economic development goals. The Governor's Talent Investment Board has established the following strategic priorities to guide its work:

- Educate students, parents, job seekers, teachers, counselors and administrators about local in-demand careers and prepare students for those careers.
- Expand awareness of and access to adult learning opportunities to qualify for local in-demand careers.

In alignment with Governor Snyder's priorities and the Governor's Talent Investment Board's priorities, Michigan's Unified Plan includes the following strategies:

**Jobs Strategy:**

Our jobs strategy is integrated into the Governor's overall strategic plan for Michigan's reinvention. Michigan's primary workforce development strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters. This strategy includes the alignment of policies, operations, and administrative systems to avoid duplication of workforce programs and activities, as well as providing a way to leverage discretionary funding and formula-based investment across all programs. Our collaboration with workforce agencies, employers, economic developers, post-secondary education providers, and other partners with shared interests provides us with opportunities to leverage partner funds for services not funded under the WIOA. Our workforce programs are being implemented with innovation and efficiency in mind to deliver results-driven training and services in order to provide more and better jobs, assist employers with their workforce training needs, and revitalize our education system to better prepare youth.

**Talent Enhancement Strategy:**

Our talent enhancement strategy involves the alignment of economic development efforts at the Michigan Economic Development Corporation with workforce development efforts at the Workforce Development Agency. "Talent" is the education and work experience that employees bring to a job. "Enhancement" is the role the State of Michigan plays in improving the state's overall workforce pool. Talent enhancement efforts include: 1) talent development, 2) talent recruitment and attraction, 3) talent connections, 4) talent-based job creation and entrepreneurship, along with 5) workforce system reforms implemented by the Workforce Development Agency.

**Strategy for Youth:**

Career Preparation and Inspiration initiatives are used to ensure that every middle school student participates in a program to introduce them to local in-demand careers. Preparation for those careers may include job shadowing, talent tours and internships. Other activities funded through

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the WIOA Youth program may include Jobs for Michigan's Graduates and YouthBuild programs in selected areas of the state.

Career and Technical Education programs operated through the Michigan Department of Education are also part of our State strategy to introduce students to local in-demand careers. Secondary and postsecondary career and technical education programs provide work-based learning experiences and support workforce development by prioritizing funding to instructional programs where there are job openings, successful placement of students in those jobs, and wages that are self-sustaining.

Other core partner programs include the Martin Luther King Jr. – Cesar Chavez – Rosa Parks initiative and Career Pathways administered through the Adult Education and Family Literacy Act programs (Title II), and Pathways to Potential administered through the Department of Health and Human Services/Vocational Rehabilitation (Title IV) programs.

**Strategy for Adult Learners and Employers:**

The Talent Investment Agency will spearhead Governor Snyder's talent enhancement initiative, which is critical to Michigan's economic prosperity. The Talent Investment Agency will be the State's leader in evaluating and implementing services and programs related to talent, such as job preparedness, career-based education, skilled trades training, incumbent worker training, employment assistance, science, technology, engineering, and math training programs, and programs designed to help the unemployed. By putting all talent investment efforts under a single department, Michigan can leverage its ability to build talent that possesses in-demand skills while helping our state's businesses grow.

Our Unified State Plan includes an emphasis on work-based learning and career opportunities, such as the Michigan Industry Cluster Approach, and Michigan Apprenticeships, Internships, and Mentoring. Work-based learning will move Michigan's workforce system to a more demand-driven system through the development of industry-based partnerships that promote the economic health and welfare of regional area businesses and workers through engagement of local employers to provide direct information on in-demand jobs, skill sets required, training program requirements, and candidate assessment factors to improve successful transition from training to long-term employment. Stimulating the development of industry clusters, based on sound labor market information data, supports the overall goal of providing Michigan employers with a highly-skilled workforce and Michigan citizens with careers providing good wages and increased opportunities.

The Michigan Skilled Trades Training Fund provides competitive state funds for employer responsive training that enhances talent, productivity, and employment retention, while increasing the quality and competitiveness of Michigan's businesses. The Skilled Trades Training Fund ensures Michigan's employers have access to the talent they need to compete and grow, and individuals have the skills they need for in-demand jobs. Collaboration between Michigan Works! Agencies, economic development, and educational partners is essential to achieve demand-driven training that addresses the talent shortages hampering the growth of Michigan's priority industries.



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The Community College Skilled Trades Equipment Program makes state funding available to community colleges to upgrade their facilities with new machinery and technologies to ensure Michigan Community Colleges can deliver educational programs in high-wage, high-skill, and high-demand occupations. Awards are made through a competitive process, and require a cash match of 25 percent from the community college.

**Coordination with Economic Development Strategies and Activities:**

By developing positive and cooperative relationships with state agencies such as the Unemployment Insurance Agency, the Department of Health and Human Services, Michigan Rehabilitative Services, the Bureau of Services for Blind Persons, the Department of Education, and others, we can better serve our business customers and job seekers through unduplicated, coordinated services. By establishing common practices across the Talent System, we can assure that our business customers as well as job seekers will have consistent quality of service, no matter where they enter the system. The Workforce Development Agency will work co-operatively with Talent System partners to implement common practices across regions, track performance, and measure employers' and job seekers' level of satisfaction to ensure consistent quality of service.

**Prosperity Regions:**

The Regional Prosperity Initiative will ensure that the State of Michigan is investing in the success of our regions, their local communities, and our economy in ways that are meaningful to the people who are working, playing, and doing business here every day. This will ensure that our finite resources are being used wisely. As a result of collaborative efforts for regional prosperity, the state will also be better equipped to attract and retain the talent that is so essential to remaining globally competitive. Finally, strong regions will give the state a new avenue by which to deliver state services that is more efficient and responsive to the needs of the regional economy. As federal dollars become scarcer, this helps to ensure that available resources have the greatest impact possible for both job creators and residents.

**Improved Performance and Accountability:**

The Governor's Talent Investment Board will work with the Michigan Talent Investment Agency to meet regulatory responsibilities as prescribed by federal statute and regulation, including the development and updating of comprehensive State performance and accountability measures to assess the effectiveness of core programs.

Michigan Works! Agencies will provide the Unemployment Insurance Agency Work Test for claimants to ensure they are able to work, seeking work, and have not refused suitable work and provide re-employment services to profiled claimants selected by the Unemployment Insurance Agency. Profiled claimants are those claimants who will most likely exhaust their unemployment benefits before finding employment. Michigan Works! Agencies are also partnering with the Unemployment Insurance Agency to deliver the Re-employability Eligibility Assessment pilot program. This program provides one-on-one service to claimants who will more than likely exhaust their unemployment benefits prior to obtaining employment. This is similar to the re-employment profiling component mentioned above; however, claimants are to receive up to three re-employability assessments if employment has not been acquired. These re-



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employability assessments consist of re-employment services that are more intense and include follow up case management services.

**Public Review and Comment:**

The Draft Unified State Plan is located on the Workforce Development Agency Internet Site for Public Comment for 30 days. Notification was forwarded to required stakeholders as identified by each of the core programs and other partnering programs.

Approval by the Governor's Talent Investment Board of the strategies outlined in the Unified State Plan is required prior to submittal of the final plan to the U.S. Department of Labor for federal approval.

Comments, along with our responses, officially become part of the final plan that is submitted to the U.S. Department of Labor.

**Plan Format:**

The Unified Plan is formatted to follow the Draft Workforce Innovation and Opportunity Act Unified and Combined State Plan Requirements draft, issued on July 27, 2015. The guidance requirements appear in italics ahead of each of the applicable sections.

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## **Part I: WIOA State Plan Type: Unified State Plan**

This plan includes the Adult Program, Dislocated Worker Program, Youth Program, Adult Education and Family Literacy Act Program, Wagner-Peyser Act Program, and Vocational Rehabilitation Program.

## **Part II: Strategic Elements**

*The Unified State Plan must include a Strategic Planning Elements Section that analyzes the state's current economic environment and identifies the state's overall vision for its workforce development system. The required elements in this section allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth. Unless otherwise noted, all Strategic Planning Elements apply to Combined State Plan partner programs included in the plan as well as core programs.*

### **Introduction**

The Workforce Innovation and Opportunity Act (WIOA) of 2014 presents an extraordinary opportunity to improve job and career options for Michigan's workers and job seekers through an integrated, job-driven public workforce system that links diverse talent to businesses. Michigan's WIOA Unified State Plan demonstrates how our workforce development system is strengthened through innovation and improvement in, and alignment with, employment, training, and education programs. The Michigan Talent Investment Agency is eager to collaborate with partners at all levels to bring a seamless service delivery system to all job seekers and employers utilizing our One-Stop System.

Michigan faces several challenges in workforce and economic development. These include:

- Reducing unemployment and the number of long-term unemployed,
- Creating a higher-skilled talent pool in Michigan by improving educational attainment and worker training,
- Stimulating job creation, and
- Training and attracting the talent base needed by Michigan's growth sectors.

To address these challenges, a detailed understanding of the state's labor market trends is critical. This includes information on and analysis of Michigan's industry structure, growth industries and occupations, high-demand critical sectors, the demographic changes occurring in the state's labor pool, and the skill sets needed for the jobs expected to drive future Michigan employment expansion.

## Economic, Workforce, and Workforce Development Activities Analysis

*The State Plan must include an analysis of the economic conditions, economic development strategies, and labor market in which the state's workforce system and programs will operate.*

### Economic and Workforce Analysis

*Economic Analysis. The State Plan must include an analysis of the economic conditions and trends in the state, including sub-state regions and any specific economic areas identified by the state. This includes:*

- *Existing Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which there is existing demand.*
- *Emerging Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which demand is emerging.*
- *Employers' Employment Needs. With regard to the industry sectors and occupations identified above, provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.*

*Workforce Analysis. The Unified State Plan must include an analysis of the current workforce, including individuals with barriers to employment as defined in Section 3 of the WIOA. This population must include individuals with disabilities among other groups in the state and across regions identified by the state. This includes:*

- *Employment and Unemployment. Provide an analysis of current employment and unemployment data and trends in the state.*
- *Labor Market Trends. Provide an analysis of key labor market trends, including across existing industries and occupations.*
- *Education and Skill Levels of the Workforce. Provide an analysis of the educational and skill levels of the workforce.*
- *Describe apparent 'skill gaps.'*

*Workforce Development, Education, and Training Activities Analysis. The State Plan must include an analysis of the workforce development activities, including education and training in the state, to address the education and skill needs of the workforce, as identified above (Note: in the economic and workforce analysis.) This must include an analysis of –*

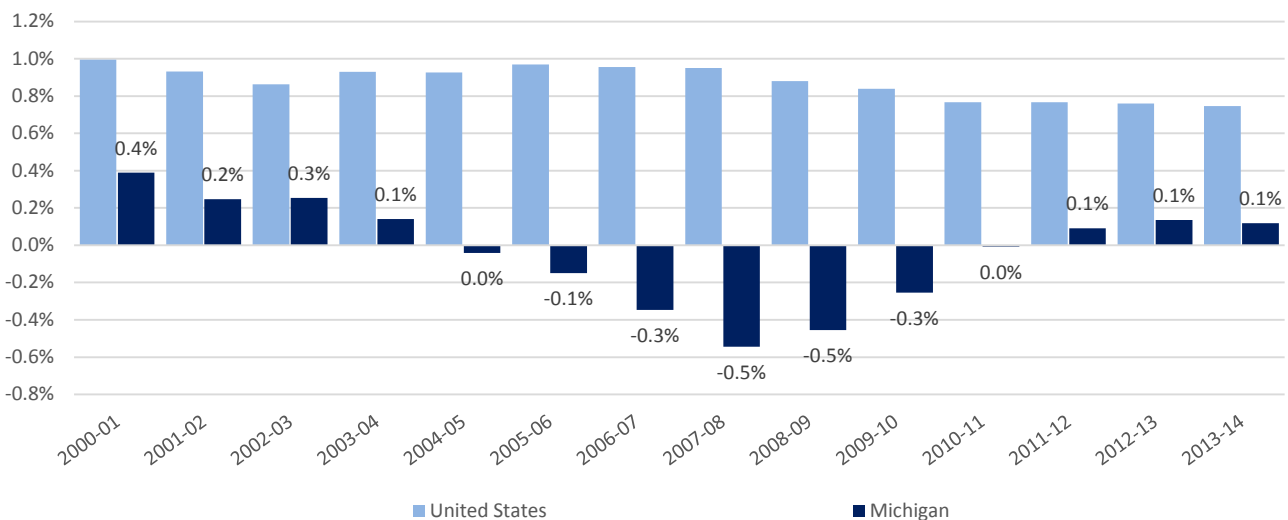
- *The State's Workforce Development Activities. Provide an analysis of the state's workforce development activities, including education and training activities of the core programs, and mandatory and optional one-stop delivery system partners.*

- *The Strengths and Weaknesses of the Workforce Development Activities. Provide an analysis of the strengths and weaknesses of the workforce development activities identified above.*
- *State Workforce Development Capacity. Provide an analysis of the capacity of state entities to provide workforce development activities identified above.*

### Population

- In 2014 Michigan's population measured an estimated 9,900,000. Despite the recent population gains since 2010, Michigan's population remains below 2000 levels by 0.4 percent or -42,573 residents. In contrast, the U.S. population has shown impressive growth, up 36,694,645 or 13 percent since 2000.
- Michigan's population displayed positive but declining annual growth rates between 2000 and 2004 before turning negative between 2005 and 2010. Michigan's loss of population worsened during the Great Recession, with close to 100,000 residents leaving the state. Since 2011, Michigan's population has shown gradual positive gains. (Figure 1)

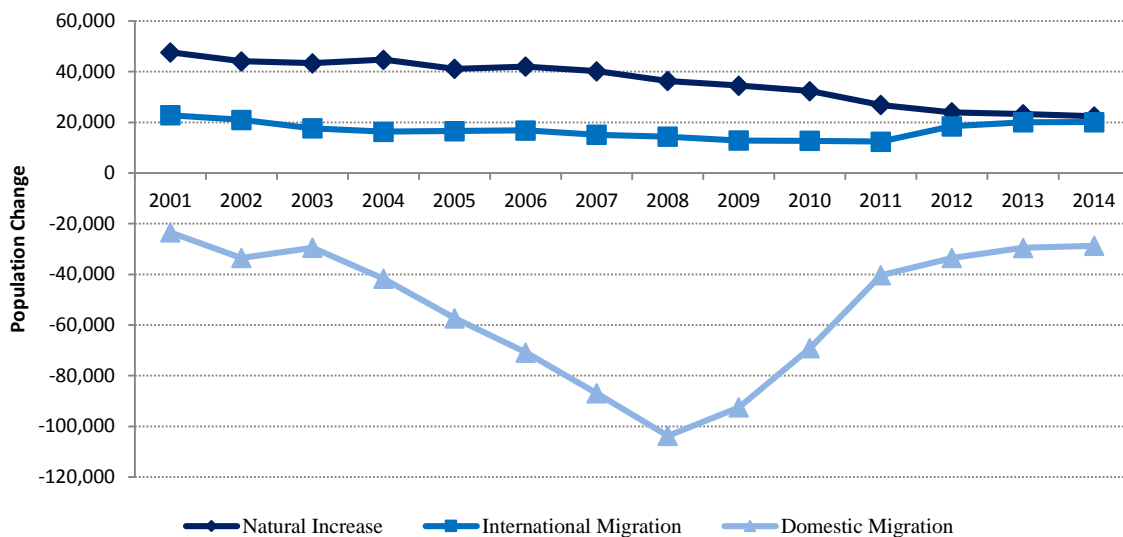
**Figure 1: Annual Michigan Population Growth, 2000-2014**



**Source:** U. S. Census Bureau, Population Estimates Division

- Both natural population increase (births minus deaths) and international migration have contributed positively to the statewide population. However, the rate of natural increase in the state's population has been declining over the past 15 years. Gains in international migration also lessened from 2000 to 2011, but ticked upward through 2014. In fact, by 2014, international migration and natural increase are estimated to equally contribute to the Michigan population gains. (Figure 2)

**Figure 2: Michigan Components of Population Annual Change, 2000 – 2014**



**Source:** U. S. Census Bureau, Population Estimates Division

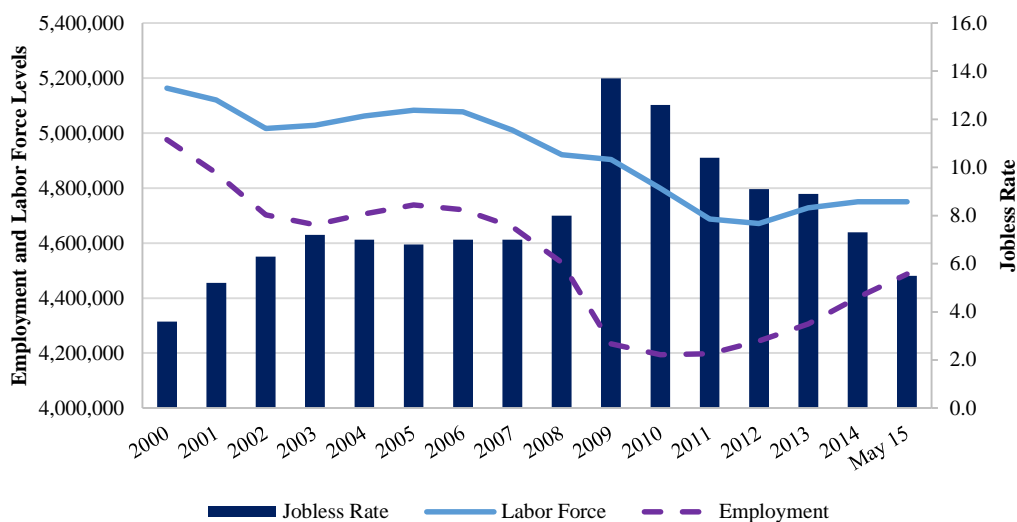
- Unlike the natural population increase and international migration, domestic migration has been negatively impacting Michigan's population throughout the decade and continues to do so to date (2014). Between 2007 and 2008, Michigan recorded its largest annual domestic out-migration of 104,000. Since 2008, the number of people moving to other states has abated, but domestic out-migration still reduced the statewide population by 29,000 in 2014. (Figure 2)
- Domestic migration affected virtually all population subgroups, but the impact on certain population segments has been more pronounced:
  - Persons with some form of post-secondary education were more mobile than those with only a high school degree or less. Individuals with post-secondary education and training comprised 82 percent of domestic out-migration.
  - The state's younger population cohorts also exhibited significant declines. About half of total domestic out-migration stemmed from individuals between the ages of 18 and 34.
  - Domestic out-migration was more prevalent for those with an annual income of less than \$50,000. Higher income earners (annual income of \$50,000 or more) only represented 15.6 percent of domestic out-migration.

The migration patterns discussed above will greatly influence the state's labor pool. These demographic shifts will have implications on the future productivity of Michigan's labor force. The poor economic conditions in the state during most of the decade not only contributed to a declining population, but also a shrinking workforce.

## Labor Market Trends

- Michigan's labor market has made a strong recovery since recessionary lows observed during the Great Recession. In 2009, Michigan had the highest unemployment rate in the country at 13.7 percent. Since then, Michigan's jobless rate has continued to fall all the way down to 5.5 percent as of May 2015. Employment levels have also bounced back strongly after reaching a low of 4,194,000 in 2010. Since that time, Michigan has added 293,000 employed persons to its economy. Michigan's labor force has also edged up slightly since 2012, advancing by 79,000 through May 2015. However, this followed seven consecutive years of labor force reductions from 2005-2012, with the state workforce falling by 412,000 or 8.1 percent. (Figure 3)

**Figure 3:** Employment Status of Michigan Workforce, 2000-2014

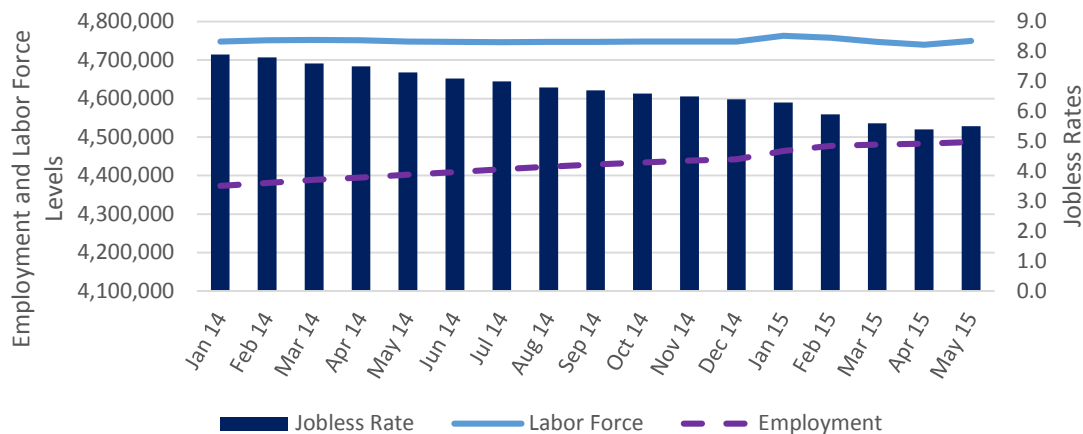


**Source:** DTMB, Bureau of Labor Market Information and Strategic Initiatives

- Despite the strong labor market performance since the recession, Michigan workforce indicators remain well below the peaks established in 2000. The Michigan jobless rate in 2000 was 3.6 percent, well below the current rate of 5.5 percent. Far more striking were the long-term, massive losses in labor force and employment levels over this period. In May 2015, Michigan's labor force was 4,750,000, a very large drop of 413,000 since 2000. The same is true for employment, which has plunged in Michigan by 489,000 workers since 2000. The share of the Michigan population that was active in the labor market (the labor force participation rate) dropped sharply from 68.7 percent in 2000 to 60.5 percent in 2014. (Figure 3)

## Current Employment Status

**Figure 4:** Current Employment Status of Michigan Workforce, January 2014-May 2015



**Source:** DTMB, Bureau of Labor Market Information and Strategic Initiatives

- More recently, Michigan workforce trends have shown strong improvement. Since January 2014, the jobless rate has dropped 2.4 percentage points to 5.5 percent and employment advanced from 4,373,000 in January 2014 to 4,487,000 in May 2015, a gain of 114,000 (Figure 4). But there are still some areas of concern despite this general labor market recovery.
  - In 2014, 34.7 percent of the state's unemployed were without work for over 26 weeks, compared to just 3.2 percent in 2001.
  - The number of Michigan workers desiring full-time work but only able to find part-time work was 5.8 percent of total employment in 2014, compared to just 1.8 percent in 2001.
  - The U.S. Department of Labor, Bureau of Labor Statistics publishes six measures of labor underutilization rates for states. The broadest measure, the U6 underutilization rate, includes the unemployed (people without a job but actively looking for one and available to work), marginally attached workers (people willing to work but who have not looked for a job for the past 12 months), and persons working part-time involuntarily. This measure for the 12-month period ending March 2015 showed a U6 labor underutilization rate for Michigan of 13.1 percent, which was tied for the fifth highest in the nation. This was despite Michigan's official U3<sup>1</sup> unemployment rate in May 2015 of 5.5 percent, which ranked only 29<sup>th</sup> nationwide.

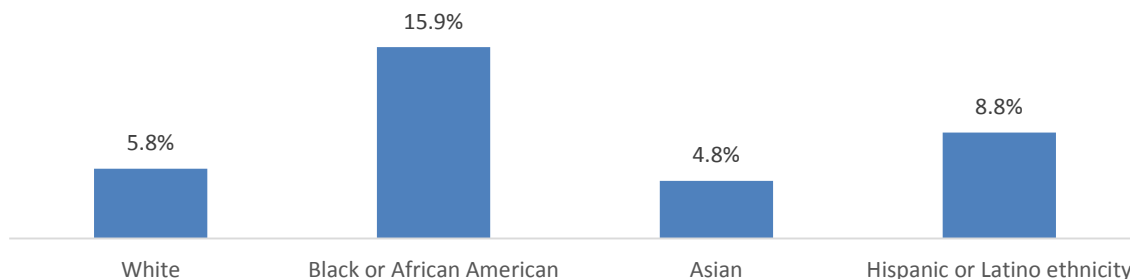
## Demographics of the Michigan Labor Force, Including Educational Attainment Jobless Rates by Demographic Categories:

<sup>1</sup> The U3 unemployment rate is the total unemployed, as a percent of the civilian labor force (official unemployment rate).



- Unemployment rates in 2014 were reasonably similar for men and women in Michigan, but marital status made a difference. The 2014 jobless rates for men and women in the Michigan labor force were essentially equal at 7.1 and 7.4 percent, respectively. However, individuals who were married had significantly lower unemployment rates. Married men with a spouse present had a jobless rate of just 3.0 percent in 2014, and married women with a spouse present had a jobless rate of 3.7 percent, both significantly lower than either gender as a whole.

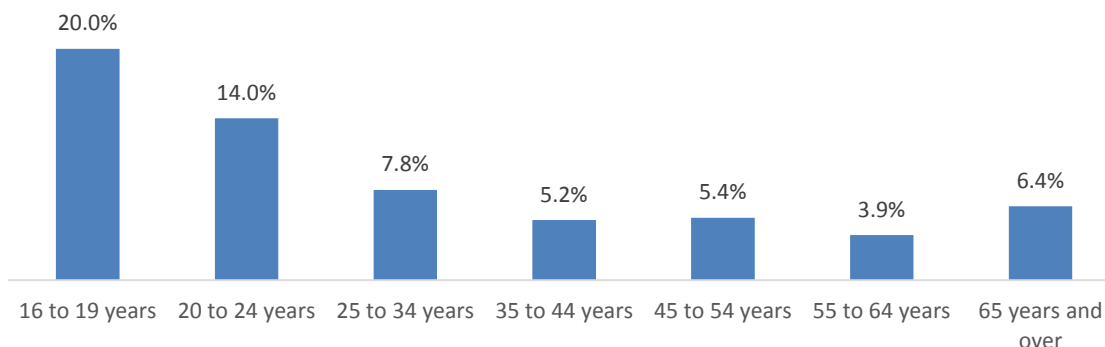
**Figure 5:** Michigan Jobless Rate by Race/Ethnicity, 2014



**Source:** U.S. Bureau of Labor Statistics, Current Population Survey (2014)

- Unemployment remained elevated for African Americans in 2014, despite improvements since the recession. The rate for African Americans (15.9 percent) in Michigan was over double the rate for all workers (7.2 percent). (Figure 5)
- For individuals of Hispanic or Latino ethnicity, jobless rates in 2014 were also above average (8.8 percent), or over one percentage point higher than the rate for all workers.
- The racial group with the lowest unemployment rate in 2014 was Asians at 4.8 percent, followed by Whites with a jobless rate of 5.8 percent.

**Figure 6:** Michigan Jobless Rates by Age Category, 2014



**Source:** U.S. Bureau of Labor Statistics, Current Population Survey (2014)

- Jobless rates were generally inversely related to age in Michigan, until individuals reached 65 years and over. Teens and young adults face the highest unemployment rates in the state, at 20.0 percent and 14.0 percent, respectively. Competition with more experienced or skilled adults, and more frequent movement in and out of the workforce, partially explains these higher rates for younger workers. Jobless rates then tend to decrease with age down to a low of 3.9 percent for those aged 55 to 64 years old. For persons 65 years and older, labor force participation rates fall significantly, but unemployment rates go up as older workers at times face additional barriers to employment. (Figure 6)

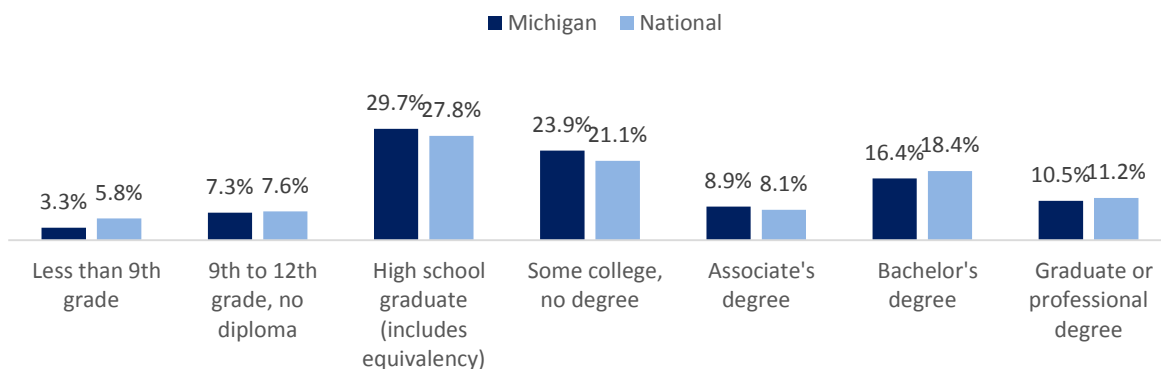
#### Full Versus Part-Time Employment

- Women make up a larger share of the Michigan part-time workforce than men. In Michigan in 2014, women comprised 65 percent of part-time workers, but accounted for only 42 percent of full-time workers.
- About one in every four part-time workers would prefer to work full-time, and over half of these persons working part-time involuntarily are women. In 2014, 23 percent of part-time workers were working part-time due to economic reasons, and nearly 60 percent of these workers were women.
- Most unemployed persons (83 percent) in Michigan in 2014 were looking for full-time employment. A slightly higher share of men (87 percent) than women (79 percent) in 2014 were looking for full-time work.

#### Educational Attainment of the Michigan Workforce

- Compared to national averages, Michigan had a slightly higher share of the adult population that had attained a high school degree, had some college but no degree, or had an Associate's degree in 2013. The state had a smaller proportion of persons with less than a ninth grade education level than the nation (3.3% vs 5.8%). The state notably lagged behind the nation in the share of residents with Bachelor's degrees and Graduate or Professional degrees. (Figure 7)

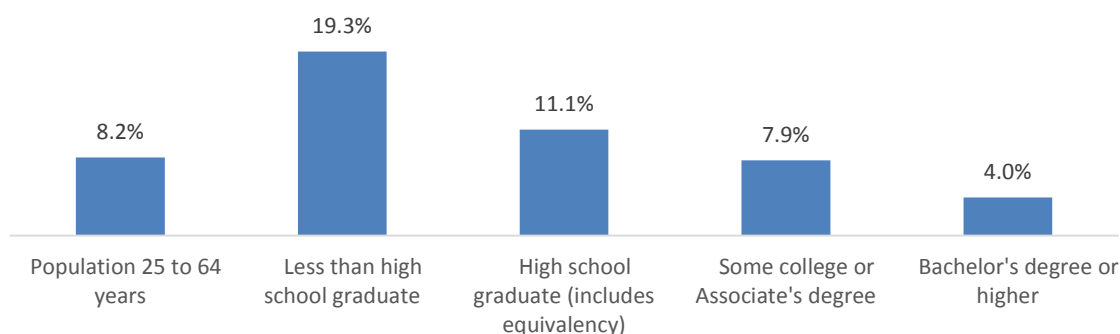
**Figure 7:** Educational Attainment of the Population (25 Years Old and Over), 2013



**Source:** U.S. Census Bureau, American Community Survey (2013 1-year Estimates)

- Michigan's unemployment rates in 2013 were inversely related to education level. Individuals with a less than a high school graduate level of education had the highest jobless rate at 19.3 percent. Unemployment rates generally decline with higher educational attainment levels to a low of just 4.0 percent for individuals with a Bachelor's degree or higher. (Figure 8)

**Figure 8:** Unemployment Rates by Educational Attainment (Population 25 - 64 Years Old), 2013



**Source:** U.S. Census Bureau, American Community Survey (2013 1-year Estimates)

- All education levels registered increased unemployment rates from 2005 to 2013 in Michigan, although the higher the level of education a group had the lower the rise in the jobless rate. These rate gains ranged from an increase of 2.9 percentage points for persons with less than a high school diploma, to a small rise of just 0.7 percentage points for Michigan residents with a Bachelor's degree or above.
- People with a Bachelor's degree or higher were the only group to see gains in labor force and employment over the period 2005 to 2013. Also over this period, groups with less education had generally larger reductions in employment and labor force in Michigan.
- Poverty rates were also inversely related to educational attainment in Michigan in 2013. Poverty rates in 2013 ranged from 30.3 percent for persons with less than a high school education to 4.8 percent for residents with a bachelor's degree or higher. Adults with a bachelor's degree or higher were also the only education group to see a reduction in poverty rate from 2005 to 2013.
- Higher education levels were clearly related to higher median earnings in Michigan. Individuals who were less than high school graduates had median earnings in the past 12 months of just \$19,141, which was far below the statewide median income of \$32,886. Income was highest for those with advanced education. Persons with a Bachelor's degree in Michigan had 2013 median earnings of \$47,043, and people with a graduate or professional degree recorded median earnings of \$65,897.

## Labor Market Status of Individuals with Barriers to Employment

The Act also requires states to address the employment and labor status of “individuals with barriers to employment, including individuals with disabilities.” [WIOA, Section 102(b)(1)(B)].

The preceding analysis of Michigan labor force status by demographic characteristic provides a glimpse of the differences in employment, unemployment, and labor force participation across groups such as gender, race/ethnicity, age, and others. There are other groups of individuals identified by the Act, and many face workforce challenges.

### Individuals with a Disability

**Figure 9:** Individuals with Disability Employment, Unemployment, & Labor Force Participation, 2010-2014

Year	Indicator	Michigan			United States		
		No Disability	With Disability	Total	No Disability	With Disability	Total
2010	Participation Rate	68.0%	20.6%	62.0%	70.1%	21.8%	64.7%
	Unemployment Rate	11.8%	21.9%	12.2%	9.4%	14.8%	9.6%
	Employed to Population	60.0%	16.1%	54.4%	63.5%	18.6%	58.5%
2012	Participation Rate	66.7%	18.7%	60.0%	69.4%	20.6%	63.7%
	Unemployment Rate	9.0%	11.9%	9.1%	7.9%	13.4%	8.1%
	Employed to Population	60.7%	16.5%	54.5%	63.9%	17.8%	58.6%
2014	Participation Rate	66.8%	20.5%	60.5%	68.7%	19.5%	62.9%
	Unemployment Rate	7.0%	13.5%	7.3%	5.9%	12.5%	6.2%
	Employed to Population	62.1%	17.8%	56.1%	64.6%	17.0%	59.0%

Source: Current Population Survey (CPS) (Unpublished Data)

- In general, Michigan displays lower labor force participation rates than the nation for both individuals with and without a disability. However, in Michigan the participation rate of persons with a disability trended differently than the rate for people without a disability, dropping by about two percentage points between 2010 and 2012 and bouncing back by 2014. The rate for individuals without a disability decreased between 2010 and 2012 but has stayed flat since then.
- In Michigan, the labor force participation rate and the employment to population ratio of individuals with a disability are close to three times lower than the rates for persons without a disability. (Figure 9)
- In 2014, the participation rate for individuals with disabilities was estimated at 21 percent, considerably lower than that for those with no disability (67 percent). Individuals with disabilities also faced higher unemployment rates measuring 13.5 percent, nearly double the 7.0 percent reported for those with no disability.

**Figure 10: Educational Attainment of Individuals with Disability, 2014**

Educational Attainment*/Disability	Michigan				United States			
	No Disability	Percent of Total	With Disability	Percent of Total	No Disability	Percent of Total	With Disability	Percent of Total
Less than high school	289,592	6.4%	37,465	16.1%	13,947,183	9.4%	668,247	11.7%
High school grad-diploma or equiv. (GED)	1,279,031	28.2%	63,478	27.2%	40,727,036	27.6%	1,828,167	32.1%
Some college but no degree	999,324	22.0%	66,299	28.4%	28,227,219	19.1%	1,236,736	21.7%
Associate's degree-occupational/voc.	213,768	4.7%	7,181	3.1%	6,831,924	4.6%	313,533	5.5%
Associate's degree-academic program	294,811	6.5%	16,338	7.0%	8,681,342	5.9%	326,340	5.7%
Bachelor's degree	917,022	20.2%	24,282	10.4%	33,572,382	22.7%	842,874	14.8%
Master's degree	416,595	9.2%	10,350	4.4%	13,138,577	8.9%	326,031	5.7%
Doctoral and professional	125,783	2.8%	7,942	3.4%	5,108,429	3.5%	145,855	2.6%

\*Educational Attainment figures are for the population in the Labor Force  
GED = General Educational Development

**Source:** Calculations from the Current Population Survey (CPS) Monthly Data

- In Michigan, the percentage of individuals with less than a high school diploma is higher for persons with a disability than for individuals without a disability by about 10 points. Additionally, persons with a disability lag behind as well in the share that attains Bachelor's and Master's degrees. The distribution for high school or equivalent (General Educational Development), some college but no degree, and Associate's degree is similar for both groups (with and without a disability). (Figure 10)

#### **American Indian, Alaska Native, Native Hawaiian and Other Pacific Islanders**

**Figure 11: Groups' Labor Status, 2013**

Group	Total Population	In Labor Force	Employed	Unemployment Rate
American Indian and Alaska Native	42,373	24,958	20,636	17.3%
Native Hawaiian and Other Pacific Islander	1,707	1,108	947	14.5%

**Source:** U.S. Census Bureau, American Community Survey, 2013 ACS 5-year Estimates, table S2301

- At 58.9 and 64.9 percent, respectively, American Indian and Alaska Natives, and Native Hawaiian and Other Pacific Islanders recorded 2013 labor force participation rates that were within the margin of error of the statewide average rate of 61.2 percent. The two groups still

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showed higher unemployment rates, partially because of low population counts relative to the total state population. (Figure 11)

#### Individuals Living Below the Poverty Line

- According to data from the U. S. Census Bureau's American Community Survey (1-year estimates), 17 percent of Michigan's population lived in poverty in 2013 (a little above the nation's poverty rate of close to 16 percent in the same year).
- About 54 percent of these individuals living under the poverty line in 2013 participated in the labor force, with only 36 percent actually holding a job, resulting in an unemployment rate of 32 percent, lower than the national jobless rate of almost 34 percent for this group (but over 3.5 times the statewide rate of 8.8 percent for all individuals in 2013).

#### Older Individuals

The proposed rules define "older individuals" as persons within the age bracket of 55 years and over.

- The U. S. Census Bureau estimated that in 2013, a little over 2.8 million "older individuals" lived in Michigan (in households and group quarters), with about 1,349,000 between the age of 55 and 64, 836,000 between the age of 65 and 74 and 650,000 in the 75 years and over bracket.
- An aging population and the recent Great Recession resulted in workers staying longer in the labor force. In fact, as of 2013, the labor force participation rate of persons between the ages of 55 and 64 was estimated at 59.0 percent; an increase of 1.4 percentage points since 2005. On the other hand, the rate for all individuals in the working age (16 and more) was 61.2 percent, in 2013; a decline of four percentage points since 2005.
- About 20 percent of the 65-74 years old individuals still participated in the labor force with an unemployment rate of 6.2 percent (2.6 percentage points below the statewide rate in 2013). Close to five percent of those who were 75 years old and over also continued to stay active in the labor force, with a 5.5 percent unemployment rate.
- A little over eight percent of "older individuals," 65 years of age and over, who lived in households in 2013 (excluding group quarters) were below the poverty line.

## Individuals with Limited English Ability

**Figure 12:** Labor Force Status of Individuals with Limited English Ability, 2013

Items	Speaks English Less than "Very Well"
Population	294,712
Population 16 Years and Over	267,065
Population Under 16 Years	27,647
Employed	127,111
Unemployed	13,948
In the Labor Force	141,059
Unemployment Rate	9.9%
Not in the Labor Force	126,006
Labor Force Participation Rate	52.8%

**Source:** Derived from U. S. Census Bureau's 2013 American Community Survey (ACS), 1-Year Micro-data

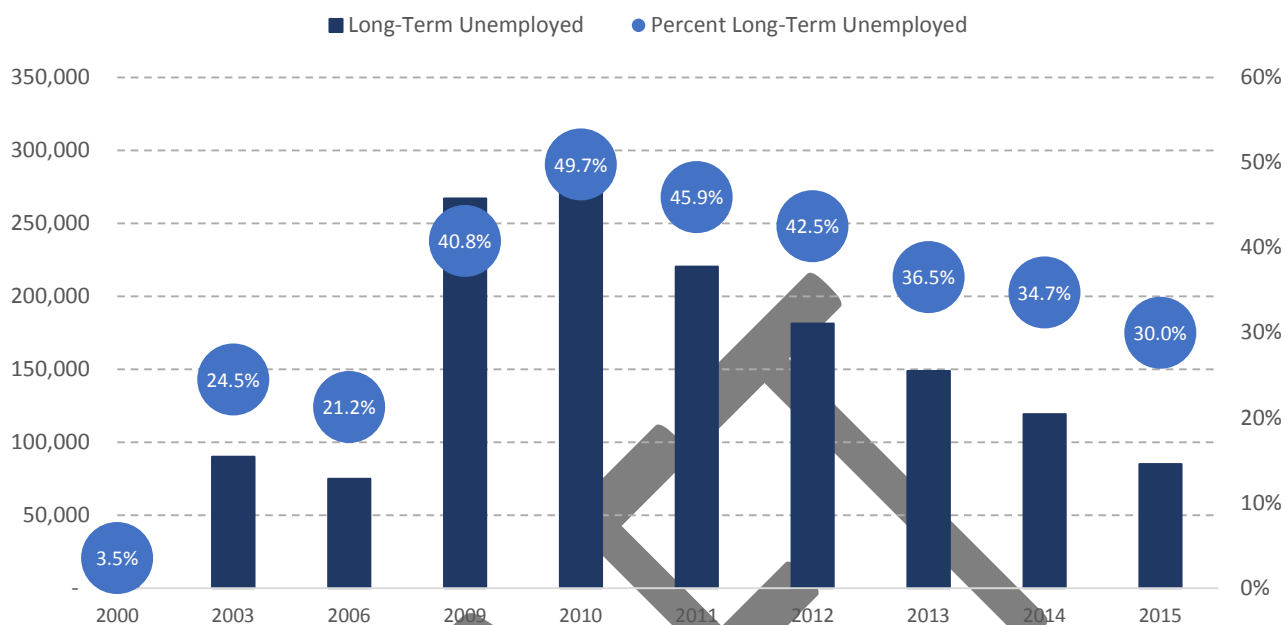
- In 2013, the U. S. Census Bureau estimated that there were close to 295,000 individuals in Michigan that spoke English less than “very well.” Close to half of these individuals in the working age of 16 years and over (about 126,000) did not participate in the labor force, representing a labor force participation rate of 52.8 percent (or about eight percentage points below the statewide rate of 61.2 percent in 2013). (Figure 12)

### Long-term Unemployed Individuals

The U. S. Bureau of Labor Statistics (BLS) defines long-term unemployed individuals as those who are unemployed for 27 weeks or more.



**Figure 13: Duration of Unemployment in Michigan, August 2000 – July 2015**



- A 12-month moving average between August 2014 and July 2015 indicated an estimated 283,600 unemployed individuals in Michigan, of which 85,000 (30.0 percent) had been long-term unemployed (27 weeks or more).
- The share of long-term unemployed in the total number of unemployed peaked during the recent Great Recession. For example, in 2010, almost half of all unemployed individuals had been so for 27 weeks or more. Since these peaks, long-term unemployment has moderated somewhat but remains quite elevated when compared to both the 2000 and 2006 pre-Great Recessionary levels. In 2000, only 3.5 percent of the total number of unemployed were in the long-term category (about 6,500 individuals); in 2006, 21.2 percent of the all unemployed individuals (or 75,000) were long-term, which is still close to 10 percentage points lower than the current (July 2015) percentage of long-term unemployed.

**Figure 14:** Unemployed Persons by Sex, Age, Race, Hispanic Origin, and Duration of Unemployment  
(Numbers in thousands)

	Total	Less than 5 weeks	5 to 14 weeks	15 weeks and over					Median Duration (Average of monthly median duration)	Mean Duration
				Total	15 to 26 weeks	27 weeks and over				
						Total	27 to 51 weeks	52 weeks and over		
All Races	343.3	91.6	85.5	166.2	47.0	119.2	28.4	90.8	14.1	37.1
White	225.9	66.3	59.6	100.0	28.9	71.0	16.3	54.8	11.6	34.6
Black	95.9	19.7	22.1	54.1	14.4	39.7	9.6	30.1	23.1	40.3
Hispanic	19.6	6.7	6.5	6.5	3.1	3.4	2.2	1.2	9.8	14.8
Age 16-19	40.9	19.6	11.7	9.5	3.4	6.2	2.6	3.6	5.9	14.3
Age 20+	302.4	72.0	73.8	156.6	43.6	113.0	25.8	87.2	16.5	40.2
Male, 16+	174.8	42.1	37.6	95.1	22.7	72.4	14.8	57.6	19.7	46.0
Female, 16+	168.4	49.5	47.9	71.1	24.2	46.8	13.6	33.2	11.2	27.9

**Source:** Bureau of Labor Statistics, Current Population Survey, January 2014 - December 2014

- In 2014, 119,200 unemployed persons in Michigan were classified as “long-term” (over 26 weeks of unemployment), which was a significant 35 percent of total unemployment in the state. The mean duration of unemployment was 37.1 weeks, while the median was 14.1 weeks.
- Men experienced a longer average period of unemployment with a mean of 46 weeks and a median of 19.7 weeks (Women: 27.9 and 11.2, respectively).
- Blacks recorded longer periods of unemployment, with a median duration twice as long as that of Whites. (Figure 14)

Information on the trends and characteristics of the Michigan workforce is important, as is an understanding of the characteristics of Michigan jobs by industry and occupation, and the potential future sources of these jobs. The following section provides information on recent payroll job trends in Michigan, in-demand and emerging industry sectors and occupations, and key knowledge and skills for the future workforce.

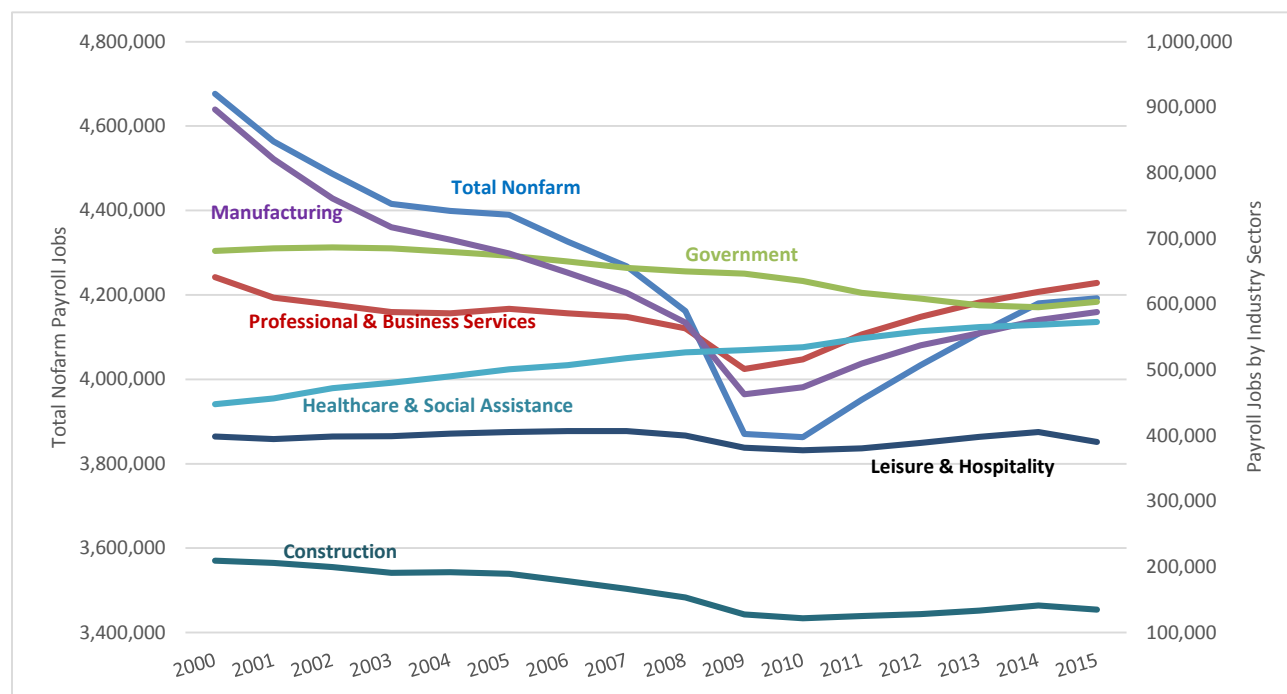
#### Existing and Emerging In-Demand Industry Sectors and Occupations

This section provides information and insights on existing and emerging in-demand industry sectors and occupations as well as the knowledge, skills, and abilities needed in those industries and occupations. The Workforce Innovation and Opportunity Act (WIOA) defines “in-demand industry” as: “An industry sector that has a substantial current or potential impact (including

through jobs that lead to economic self-sufficiency and opportunities for advancement) on the state, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors.”

### Michigan's Payroll Jobs Trend

**Figure 15:** Michigan's Payroll Job Trend Since the 2000 Recession



**Source:** DTMB/Bureau of Labor Market Information and Strategic Initiatives, Current Employment Statistics (CES)

- Michigan's economy never fully recovered from the massive *Manufacturing* layoffs that occurred at the turn of the Millennium in 2000, mostly blamed to outsourcing. In fact, by 2007, Michigan had lost an additional 408,600 payroll jobs, with -279,300 in *Manufacturing* alone. The impact of the late 2008 financial crisis that came on the heels of the national housing crash forced even greater job reductions among most of the state's sectors. The state shed an additional 397,000 jobs in the two-year period from 2007 to 2009 alone. As of 2015, Michigan's total nonfarm employment is close to a half million below the 2000 levels (- 484,500). (Figure 15)

## Michigan's Total Payroll Job Change During and After the Recent Great Recession

**Figure 16:** Total Payroll Employment Index (Base year = 2007)

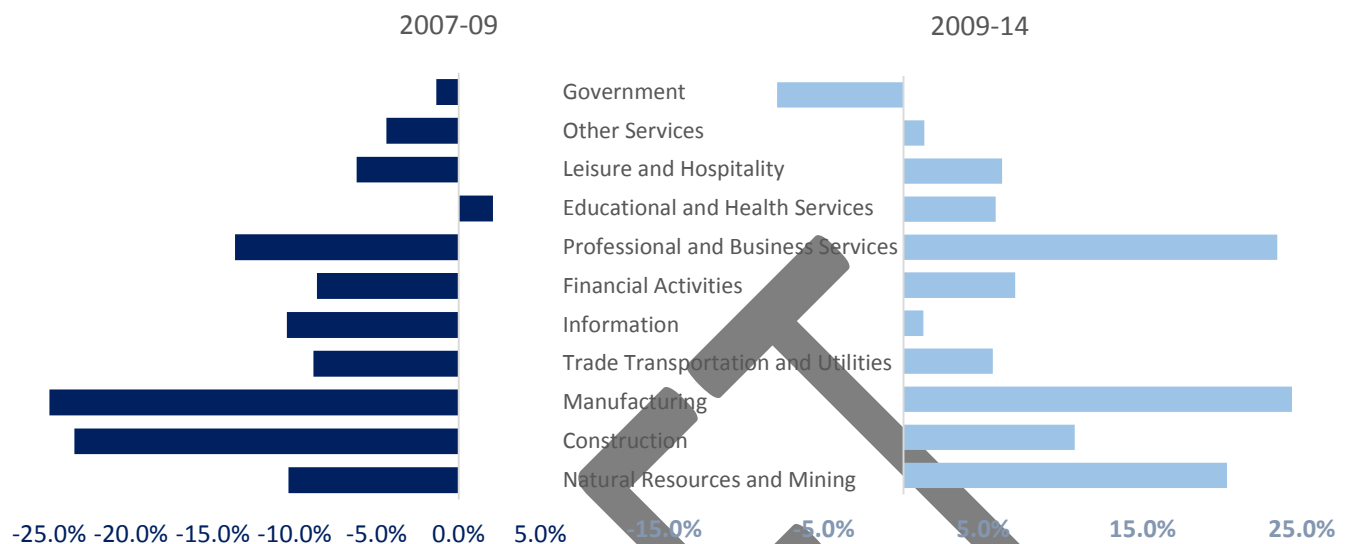


**Source:** U.S. Bureau of Labor Statistics (BLS); DTMB/Michigan Bureau of Labor Market Information and Strategic Initiatives, Current Employment Statistics (CES) Program

- Michigan's payroll employment dropped faster than the nation's during the recent Great Recession of 2008-2009. Michigan lost about nine percent of its payroll jobs (or -397,300), while the nation's industry employment fell by five percent (-6.7 million).
- Since the official end of the recession in the second half of 2009, Michigan's payroll employment recovery has followed the nation. However, unlike the nation which had surpassed the 2007 pre-recessionary levels by 2014, industry jobs in Michigan were two percentage points below the 2007 levels (or -88,100). (Figure 16)
- By May 2015; however, continued strong job expansion in Michigan brought payroll jobs in line with May 2007 levels.

## Impact of the Recent Great Recession on Specific Sectors

**Figure 17:** Percent Change in Payroll Jobs by Industry Sectors During and After the Recession



Source: DTMB/Bureau of Labor Market Information and Strategic Initiatives, Current Employment Statistics (CES)

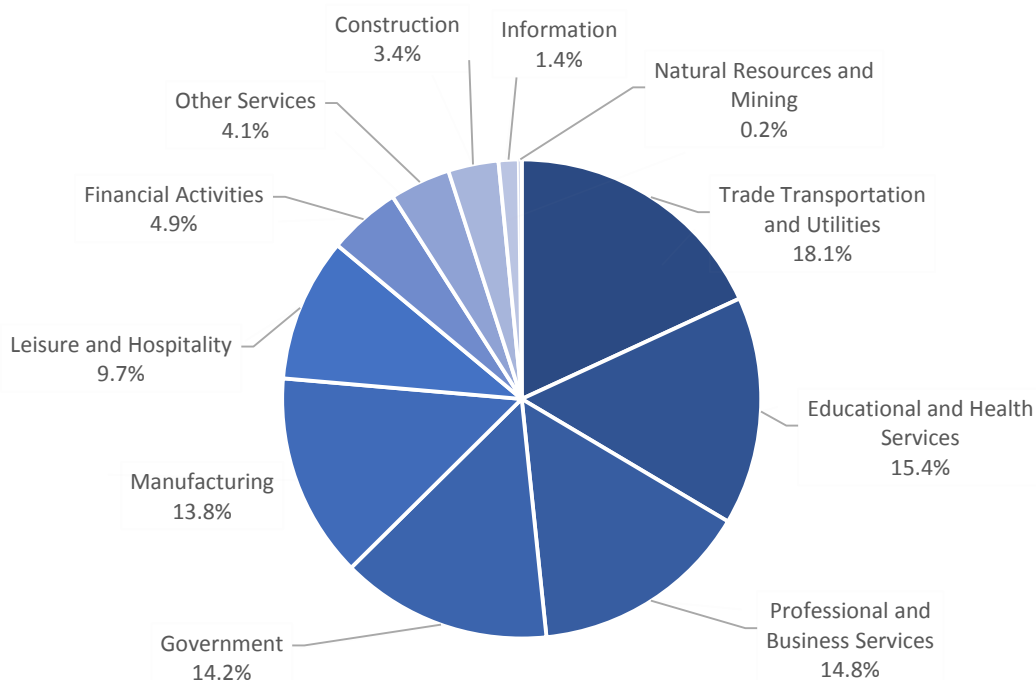
- *Manufacturing* was the hardest hit sector in Michigan during the recession, with a job reduction of 25.0 percent. However, the sector has recorded the fastest job recovery since the end of the recession (+24.4 percent).
- Jobs in *Professional and Business Services* declined by only around 14.0 percent during the recession. Employment has grown by 23.4 percent since then.
- One sector, private *Education and Health Services*, recorded job gains during the recession (+2.1 percent, or +12,500 workers) and continued to expand after the recession, adding another 35,200 positions between 2009 and 2014.
- Employment in *Government* (including state and local public education) fell by 1.4 percent during the recession (or -8,900) and continued to drop even further after the recession. Jobs in this sector have dropped by 7.9 percent (or -51,400) over the 2009-2014 period. (Figure 17)

### Current Distribution of Michigan's Payroll Jobs

- Despite the recent job gains in goods producing sectors (particularly in *Manufacturing*), Michigan continued to display a shift toward a service-based economy. The top four broad industry sectors in terms of overall jobs were classified in the service-providing category. At the top of the list is the service sector of *Trade, Transportation, and Utilities*, which accounts for a little over 18 percent of industry employment in Michigan (or 757,300). A third of the jobs in this sector are in *Retail Trade*.

- Private *Education and Health Services* enjoyed steady growth, even during the Great Recession, to become the second largest employer in Michigan. Private *Education* is included in this broad sector, but *Healthcare and Social Assistance* accounts for almost 90 percent of the 644,400 jobs in this category. Employment expansion in this sector has been a result of an increasing demand for healthcare services by an aging population and persistently improving medical technology.
- *Professional and Business Services* has recorded the second largest rate of job gain since the end of the recession, at 23.4 percent. It has surpassed *Government* as the third largest sector in Michigan in terms of payroll jobs. This sector is very diverse when it comes to skill requirements, ranging from moderate-skilled jobs in *Employment Help Services*, *Administrative Support*, and *Waste Management Services* to high-skilled sub-sectors of *Architecture and Engineering*, *Legal Services*, *Accounting*, and others. (Figure 18)

**Figure 18:** Distribution of Michigan’s Total Nonfarm Payroll Jobs Across Sectors, 2014



**Source:** DTMB/Bureau of Labor Market Information and Strategic Initiatives, Current Employment Statistics (CES)

### In-Demand Industry Sectors

The Michigan Bureau of Labor Market Information and Strategic Initiatives interprets the phrase “in-demand industry that leads to economic self-sufficiency” as a growth industry that pays a high wage (above the average for all occupations). “Opportunity for advancement” refers to career pathways within an industry cluster.

While the law defines “in-demand” industry and occupations, no clear guidance is given to distinguish “existing” from “emerging” industries or occupations. In the current analysis, we define “existing” as industries that show a strong short-term rate of job expansion (over the past

three years and/or in the next two years); and “emerging” as industries projected to show significant long-term job gains.

### High-Demand and High-Wage Industries

These are industries that rank well in Michigan on a number of indicators, both in the short and long run. These sectors have displayed high recent employment growth (numeric and percent); have a strong long-term job outlook; provide above average wages; make a sizable contribution to the state’s Gross Product; and show high input-output employment multipliers.

We sort and rank industry sectors by:

- Employment growth rate over the past three years (2012-2014);
- Projected long-term job growth rate for the next ten years (2012-2022);
- Numeric short-term projected job growth; and
- Average weekly wage.

We also look at the industry’s share of Michigan’s State Gross Domestic Product and at the industry’s employment multiplier to account for the contribution to “the growth or stability of other supporting businesses [...]”<sup>2</sup>.

- *Transportation Equipment Manufacturing* is among the top 20 high-growth, high-wage industries in Michigan. Third in employment base, after *Professional, Scientific, and Technical services*, this industry has added significant jobs over the past three years, at +21.2 percent between 2012 and 2014. The industry is also projected to continue to expand in the short-term (+5.3 percent), and in the long run (+12.9 percent). *Transportation Equipment Manufacturing* has the highest impact on employment creation in Michigan. In fact, for every new position opened in this sector, 3.2 more jobs are created across the economy, through supply chain and income spending. *Transportation Equipment Manufacturing* also has the second highest contribution to the state’s Gross Domestic Product (7.6 percent in 2012) among the top 20 high-growth, high-wage industries, right after *Real Estate* (10.3 percent).
- After years of decline, *Construction* is now considered a “comeback” sector. All three major construction subsectors made the list of the top 20 high-growth and high-wage industries in Michigan: *Heavy and Civil Engineering Construction* was second on the list; *Construction of Buildings* was fifth; and *Specialty Trade* was eighth. (Figure 19)

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<sup>2</sup> Workforce Innovation and Opportunity Act Sec. 3(23)



**Figure 19:** Michigan's Top 20 High-Growth, High-Wage Industries

Industry	3rd Quarter 2013	10-Year Growth	2012-14 Change	Weekly Wage '14	Job Multiplier	Gross State Product
Securities, Commodities, & Other Financial Investments	12,430	22.1%	10.5%	\$2,195	1.6085	0.4%
Heavy and Civil Engineering Construction	17,810	15.9%	18.0%	\$1,386	1.9511	3.0%
Professional, Scientific, and Technical Services	257,640	18.1%	8.2%	\$1,375	2.142	7.1%
Transportation Equipment Manufacturing	165,490	12.9%	12.2%	\$1,316	4.2338	7.6%
Construction of Buildings	31,190	24.2%	15.9%	\$971	1.9511	3.0%
Truck Transportation	41,290	16.0%	12.9%	\$927	2.2039	0.9%
Management of Companies and Enterprises	57,530	8.7%	6.5%	\$1,910	2.9649	2.0%
Specialty Trade Contractors	95,480	18.9%	9.3%	\$1,011	1.9511	3.0%
Merchant Wholesalers, Durable Goods	91,860	9.1%	6.8%	\$1,298	2.5605	6.5%
Support Activities for Transportation	12,430	18.8%	14.9%	\$842	1.7711	0.5%
Plastics and Rubber Products Manufacturing	36,390	10.6%	12.5%	\$953	2.7834	0.8%
Motor Vehicle and Parts Dealers	56,920	11.8%	8.3%	\$878	1.5319	6.5%
Insurance Carriers and Related Activities	65,830	10.1%	6.7%	\$1,182	2.2323	3.0%
Machinery Manufacturing	68,630	9.4%	5.8%	\$1,210	2.821	1.6%
Ambulatory Health Care Services	194,760	21.6%	2.6%	\$1,032	1.9881	3.8%
Warehousing and Storage	14,760	14.8%	8.0%	\$970	1.7777	0.3%
Wholesale Electronic Markets and Agents and Brokers	25,130	11.8%	-0.7%	\$1,532	2.5605	6.5%
Fabricated Metal Product Manufacturing	77,230	8.6%	4.7%	\$975	2.7974	1.7%
Animal Production	16,970	7.2%	17.9%	\$571	1.6998	1.0%
Real Estate	36,410	9.2%	7.6%	\$716	1.5216	10.3%

**Source:** DTMB/Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages (QCEW); U.S. Bureau of Economic Analysis (BEA).

### Existing In-Demand Industries

These are industries that display high employment growth (numeric and percent) in the past three years and are projected to grow in the short run (until 2015); pay well; have a sizable contribution to the state's Gross Product; and show high input-output employment multipliers (Figure 20).

**Figure 20:** Michigan's Top 20 Existing/Current In-Demand Industries

Industry	3rd Quarter 2013	2-Year Growth	2012-14 Change	Weekly Wage '14	Job Multiplier	Gross State Product
Transportation Equipment Manufacturing	165,490	5.3%	12.2%	\$1,316	4.2	7.6%
Heavy and Civil Engineering Construction	17,810	7.6%	18.0%	\$1,386	2.0	3.0%
Professional, Scientific, and Technical Services	257,640	5.7%	8.2%	\$1,375	2.1	7.1%
Securities, Commodities, & Other Fin. Investments	12,430	7.2%	10.5%	\$2,195	1.6	0.4%
Management of Companies and Enterprises	57,530	6.2%	6.5%	\$1,910	3.0	2.0%
Construction of Buildings	31,190	10.5%	15.9%	\$971	2.0	3.0%
Merchant Wholesalers, Durable Goods	91,860	4.5%	6.8%	\$1,298	2.6	6.5%
Truck Transportation	41,290	7.8%	12.9%	\$927	2.2	0.9%
Plastics and Rubber Products Manufacturing	36,390	7.0%	12.5%	\$953	2.8	0.8%
Machinery Manufacturing	68,630	4.3%	5.8%	\$1,210	2.8	1.6%
Specialty Trade Contractors	95,480	1.7%	9.3%	\$1,011	2.0	3.0%
Motor Vehicle and Parts Dealers	56,920	5.3%	8.3%	\$878	1.5	6.5%
Insurance Carriers and Related Activities	65,830	3.2%	6.7%	\$1,182	2.2	3.0%
Support Activities for Transportation	12,430	5.6%	14.9%	\$842	1.8	0.5%
Warehousing and Storage	14,760	6.1%	8.0%	\$970	1.8	0.3%
Chemical Manufacturing	28,820	1.2%	4.9%	\$1,431	4.0	1.3%
Utilities	19,440	1.1%	3.8%	\$1,956	3.1	2.0%
Fabricated Metal Product Manufacturing	77,230	3.9%	4.7%	\$975	2.8	1.7%
Ambulatory Health Care Services	194,760	3.1%	2.6%	\$1,032	2.0	3.8%
Wholesale Electronic Markets and Agents & Brokers	25,130	4.5%	-0.7%	\$1,532	2.6	6.5%

**Source:** DTMB/Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages (QCEW); U.S. Bureau of Economic Analysis (BEA).

### Emerging In-Demand Industries

These are industries that are projected to display solid job gains (numeric and percent) over the next 10 years (until 2022); provide above average wages; contribute to Gross State Product; and have a high employment multiplier (Figure 21).

**Figure 21: Michigan's Top 20 Emerging/Long-Term In-Demand Industries**

Industry	2022 Employment	10-Year Growth	Weekly Wage '14	Job Multiplier	Gross State Product
Professional, Scientific, and Technical Services	291,620	18.1%	\$1,375	2.1	7.1%
Securities, Commodities, and Other Financial Investments	14,260	22.1%	\$2,195	1.6	0.4%
Transportation Equipment Manufacturing	176,270	12.9%	\$1,316	4.2	7.6%
Ambulatory Health Care Services	231,340	21.6%	\$1,032	2.0	3.8%
Specialty Trade Contractors	102,680	18.9%	\$1,011	2.0	3.0%
Management of Companies and Enterprises	59,370	8.7%	\$1,910	3.0	2.0%
Construction of Buildings	34,090	24.2%	\$971	2.0	3.0%
Wholesale Electronic Markets and Agents and Brokers	26,790	11.8%	\$1,532	2.6	6.5%
Heavy and Civil Engineering Construction	16,210	15.9%	\$1,386	2.0	3.0%
Merchant Wholesalers, Durable Goods	96,650	9.1%	\$1,298	2.6	6.5%
Insurance Carriers and Related Activities	70,370	10.1%	\$1,182	2.2	3.0%
Machinery Manufacturing	72,310	9.4%	\$1,210	2.8	1.6%
Truck Transportation	44,620	16.0%	\$927	2.2	0.9%
Administrative and Support Services	313,380	17.9%	\$601	1.4	3.4%
Hospitals	253,970	7.6%	\$1,087	2.2	4.3%
Social Assistance	85,320	25.6%	\$454	1.4	0.5%
Motor Vehicle and Parts Dealers	60,750	11.8%	\$878	1.5	6.5%
Fabricated Metal Product Manufacturing	82,310	8.6%	\$975	2.8	1.7%
Support Activities for Transportation	14,370	18.8%	\$842	1.8	0.5%
Plastics and Rubber Products Manufacturing	37,870	10.6%	\$953	2.8	0.8%

**Source:** DTMB/Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages (QCEW); U.S. Bureau of Economic Analysis (BEA).

Now that we have identified Michigan's current and future in-demand industries, what are the current detailed occupations or job titles that are in-demand today, and which are projected to be in-demand in the future?

#### In-Demand Occupations

Like in the case of industries, given the purpose of the Act, the Michigan Bureau of Labor Market Information and Strategic Initiatives believes that "existing" refers to current while "emerging" denotes future in-demand occupations.

#### Existing In-Demand Occupations

These are occupations that are showing high real-time demand today; are projected to continue to grow in the short run (until 2015); and offer a relatively high wage.

**Figure 22:** Michigan's Top 25 Existing/Currently In-Demand Occupations

Occupational Title	Employment 2012	Real-Time Ads	Short-Term Growth	Wage (Per Hour)
Mechanical Engineers	31,120	3,080	1,880	\$42.67
Industrial Engineers	24,420	4,157	1,390	\$37.96
General and Operations Managers	51,610	988	1,560	\$43.67
Computer Systems Analysts	13,470	1,771	770	\$38.46
Software Developers, Applications	14,880	1,677	920	\$37.74
Registered Nurses	93,990	6,045	770	\$31.47
Accountants and Auditors	30,360	1,251	1,020	\$29.67
Sales Representatives, Wholesale and Manufacturing *	53,990	1,727	1,710	\$25.44
Management Analysts	13,600	1,224	580	\$36.73
Sales Managers	10,670	956	340	\$51.36
1st-Line Supervisors of Production and Operating Workers *	24,300	2,162	690	\$27.10
Medical and Health Services Managers	11,740	1,675	180	\$41.10
1st-Line Supervisors of Construction Trades Workers *	11,970	1,009	620	\$27.81
Architectural and Engineering Managers	9,230	352	530	\$56.00
Marketing Managers	3,370	1,410	130	\$53.81
Electrical Engineers	5,700	922	290	\$40.77
Sales Representatives, Technical and Scientific Products	9,170	906	350	\$35.76
Software Developers, Systems Software	9,060	531	550	\$41.96
Computer User Support Specialists *	19,980	1,435	870	\$21.59
Financial Managers	13,080	694	320	\$47.76
1st-Line Supervisors of Office and Admin. Support Workers *	32,550	2,024	430	\$22.63
Physical Therapists	8,020	771	250	\$38.28
1st-Line Supervisors of Mechanics, Installers, and Repairers *	11,720	1,104	250	\$28.60
Network and Computer Systems Administrators	9,760	962	210	\$33.73
Computer and Information Systems Managers	7,750	423	280	\$49.71

\* Requires less than an Associate's Degree

**Source:** DTMB/Bureau of Labor Market Information and Strategic Initiatives, Occupational Employment Statistics (OES) and Projections; the Conference Board, Help Wanted Online®

- Careers in-demand today in Michigan are a mix of occupations in terms of educational requirements. Six of the top 25 occupations require less than an Associate's degree. These are occupations that display a high level of real-time job postings online, are projected to grow fastest in the short run (until the end of 2015), and pay a wage that is above the all-occupation average.

- The hourly pay range in 2014 dollars is between \$21.59 for Computer User Support Specialists to \$56.00 for Architectural and Engineering Managers. (Figure 22)

### Emerging In-Demand Occupations

Figure 23 presents occupations that are projected to record solid job expansion over the long term (until 2022); along with high annual job openings and an above average wage (Figure 23).

<b>Figure 23: Michigan's Top 25 Emerging/Future In-Demand Occupations</b>					
<b>Occupation Title</b>	<b>Employment 2012</b>	<b>Employment 2022</b>	<b>10-Year Percent Change</b>	<b>Total Annual Openings</b>	<b>Average Hourly Wage</b>
Registered Nurses	93,990	104,730	11.4%	2,895	\$32.30
Mechanical Engineers	31,120	35,020	12.5%	1,452	\$42.66
Industrial Engineers	24,420	28,060	14.9%	1,078	\$38.48
Computer User Support Specialists	19,980	23,680	18.5%	684	\$23.21
Electricians	19,270	21,840	13.3%	620	\$28.62
Insurance Sales Agents	16,900	19,210	13.7%	629	\$26.79
Software Developers, Applications	14,880	18,050	21.3%	509	\$39.35
Computer Systems Analysts	13,470	16,510	22.6%	516	\$39.58
Tool and Die Makers	13,400	14,860	10.9%	227	\$24.93
Industrial Machinery Mechanics	12,860	16,110	25.3%	697	\$23.65
1st-Line Supervisors of Constr. Workers	11,970	14,040	17.3%	336	\$30.02
Plumbers, Pipefitters, and Steamfitters	11,500	13,230	15.0%	317	\$26.93
Market Research Analysts and Specialists	9,980	12,890	29.2%	427	\$30.10
Software Developers, Systems Software	9,060	10,840	19.6%	294	\$42.55
Dental Hygienists	9,030	10,660	18.1%	394	\$28.61
Radiologic Technologists	7,480	8,300	11.0%	187	\$25.25
HVAC Mechanics and Installers	6,530	7,650	17.2%	277	\$22.25
Personal Financial Advisors	5,340	6,720	25.8%	224	\$42.99
Mechanical Engineering Technicians	4,940	5,670	14.8%	175	\$27.39
Physician Assistants	3,590	4,450	24.0%	151	\$46.01
Millwrights	3,170	3,690	16.4%	101	\$29.41
Web Developers	2,940	3,410	16.0%	93	\$29.21
Diagnostic Medical Sonographers	2,330	3,090	32.6%	108	\$28.82
Brick Masons and Block Masons	1,780	2,290	28.7%	70	\$26.41
CNC Machine Programmers, Metal & Plastic	1,740	2,400	37.9%	115	\$23.31

**Source:** DTMB/Bureau of Labor Market Information and Strategic Initiatives, Occupational Employment Statistics (OES) and Projections

- The criteria used were a combination of educational requirement, projected growth (numeric and percent) above the all-occupation average, sizable annual openings, and an above-average hourly wage. The next section presents an analysis of the knowledge, skills, and abilities needed in these occupations. The tools and technologies as well as the required certifications are presented where available.

## Knowledge, Skills, and Abilities Needed in Industries and Occupations In-Demand

- A close look at the Michigan existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories including: *Healthcare Practitioners and Technical, Information Technology, Architecture and Engineering, Businesses and financial, and Management* occupations. It is critical to understand what knowledge, skills, and abilities and what tools and technologies and certifications (if available) are expected of successful job candidates in these occupations.
- These occupations all require a solid foundation in basic skills, such as reading, communication, math, and cognitive abilities that influence the acquisition and application of knowledge in problem solving. Most require active learning and critical thinking skills. In addition, these occupations require workers to possess technical skills and knowledge related to their specific occupational discipline and to master certain tools and technologies and even achieve particular certifications.

## Healthcare Practitioner and Technical Occupations

### *Knowledge, Skills, and Abilities*

- Knowledge of the information and techniques needed to diagnose and treat human injuries and diseases are important in all critical health care occupations. This includes knowledge of symptoms, treatment alternatives, drug properties and interactions, and preventive health care measures.

#### **Knowledge**

**Medicine & Dentistry**

**Biology**

**Customer & Personal Service**

**English Language**

**Psychology**

#### **Skills**

Active Listening

Reading Comprehension

Speaking

Critical Thinking

Monitoring

#### **Abilities**

Problem Sensitivity

Oral Comprehension

Oral Expression

Deductive Reasoning

Inductive Reasoning

### *Tools and Technologies and Certifications*

- Tools and technologies related to *Healthcare* occupations include several that ensure quality in the delivery of health services as well as increasing efficiencies in delivery of care, such as electronic medical records and time management.
- There are many certifications in healthcare occupations as many careers involve licensure. Beyond occupational-specific requirements, important certifications are concentrated in particular areas of patient care.

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**Tools and Technologies****Quality Assurance****Patient Electronic Medical Records****Microsoft Office****Time Management****Quality Control****Certifications**

Basic Life Support

Certification in Cardiopulmonary Resuscitation

Advanced Cardiac Life Support

Pediatric Advanced Life Support

Nurse Administration

**Information Technology Occupations***Knowledge, Skills, and Abilities*

- These positions require an important mix of technical, business, and problem solving skills. Information technology jobs require knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming. Design and systems analysis skills are also vital.
- Abilities for these occupations are typically related to computer usage and programming. For example, job seekers should have the ability for mathematical reasoning, number facility, and deductive reasoning.

**Knowledge****Computer & Electronics****Customer & Personal Service****Mathematics****English Language****Design****Skills**

Active Learning

Reading Comprehension

Complex Problem Solving

Critical Thinking

Troubleshooting

**Abilities**

Mathematical Reasoning

Number Facility

Oral Comprehension

Problem Sensitivity

Deductive Reasoning

*Tools and Technologies and Certifications*

- *Computer* occupations have a number of technologies associated with them. Depending on the occupation, individuals employed in these occupations will need to know everything from traditional software packages to advanced computer programming languages, like Structured Query Language (SQL), Java, and Linux.
- Similarly, there are numerous certifications associated with computer occupations. Often, certifications are specific to some software package or technology, like the Cisco Network Associate certification. In other instances, certifications are more general, like Project Management Professional. These and other certifications for Information Technology occupations are listed below.



**Tools and Technologies****Structured Query Language (SQL)****Project Management****Software development****Oracle Java****Other programming languages (e.g., C, C++,****Certifications**

Web Services

Top Secret Sensitive Compartmented Information

Project Management Professional (PMP)

Certified Information Systems

Cisco Network Associate (CCNA)

Architecture and Engineering Occupations*Knowledge, Skills, and Abilities*

- Architecture and engineering occupations are both technical but also practical, so they require a mix of knowledge, skills, and abilities. Mechanical applications, mathematics, and the laws of physics are among the most important areas of knowledge for this category of occupations.
- Skills needed involve making decisions after analyzing tremendous volumes of data and mathematical information. Leading skills are complex problem solving, critical thinking, and judgment and decision making.

**Knowledge****Engineering and Technology****Design****Mechanical****Mathematics****Physics****Skills**

Complex Problem Solving

Critical Thinking

Active Listening

Judgment and Decision Making

Operations Analysis

**Abilities**

Information Ordering

Mathematical Reasoning

Deductive Reasoning

Visualization

Written Communication

*Tools and Technologies and Certifications*

- Many architecture and engineering occupations are expected to employ tools and technologies targeted at improving quality and reducing defects or inefficiencies, like Quality Assurance and Six Sigma aimed at quality improvement.
- Similarly, certification for *Engineers* and other occupations in the category are also concentrated in quality improvement. In addition, some certifications deal with standards, like certifications in American National Standards (ANSI) or National Electrical Code (NEC) and Environmental Protection Agency (EPA) standards.

**Tools and Technologies****Project Management****Microsoft Office****Product development****Quality Assurance (QA)****Six Sigma****Certifications**

Accreditation Board for Engineering and Technology (ABET)

American National Standards (ANSI)

American Society for Quality (ASQ)

National Electrical Code (NEC)

Environmental Protection Agency standards (EPA)

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## Business and Financial Occupations

### *Knowledge, Skills, and Abilities*

- Occupations found in this category will require workers to possess skills such as communication, critical thinking, and time management. These workers must also be able to establish and maintain cooperative working relationships with others, and have knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.

#### **Knowledge**

**Mathematics**

**Economics and Accounting**

**Customer & Personal Service**

**English Language**

**Personal & Human Resources**

#### **Skills**

Mathematics

Active Listening

Critical Thinking

Judgment & Decision Making

Reading Comprehension

#### **Abilities**

Oral Comprehension

Written Comprehension

Problem Sensitivity

Deductive Reasoning

Information Ordering

### *Tools and Technologies and Certifications*

- Most of the occupations in this category will need to use office productivity software like Microsoft Office for documents, spreadsheets, publications, and database administration.
- In addition to productivity software, many tools and technologies for business and financial occupations involve risk management and even technical proficiencies like Generally Accepted Accounting Principles.
- A large number of certifications in this area are occupation specific, like Certified Public Accountant (CPA) and Series 7, which allow an individual to practice their trade in conformity with state and federal licensure requirements.

#### **Tools and Technologies**

**Microsoft Office**

**Business development**

**Risk Management**

**Project management**

**Generally Accepted Accounting Principles**

#### **Certifications**

Certified Public Accountant (CPA)

Financial Industry Regulatory Authority (FIRA)

Certified Internal Auditor (CIA)

General Securities Representative Exam (Series 7)

Chartered Financial Analyst (CFA)

## Management and Supervisory Occupations

### *Knowledge, Skills, and Abilities*

- Occupations found in this category will require workers to possess skills such as speaking, active listening, and critical thinking. Workers must also have knowledge of administration and management and of personnel and human resources. These workers ought to have the ability to express and comprehend oral and written communication.

<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>
<b>Administration and Management</b>	Speaking	Oral Expression
<b>Customer and Personal Service</b>	Active Listening	Oral Comprehension
<b>English Language</b>	Critical Thinking	Written Comprehension
<b>Personnel and Human Resources</b>	Reading Comprehension	Problem Sensitivity
<b>Mathematics</b>	Coordination	Written Expression

### *Tools and Technologies*

- The use of personal computers has become a requirement for many professional occupations. Therefore, a high mastery of spreadsheet and word processing software is a must. Also, with the quickly changing communication technology, workers in this category must feel comfortable using electronic mail software as well as the delivery platforms such as smartphones, tablets, and others.

**Tools and Technologies**  
**Spreadsheet software**  
**Personal computers**  
**Electronic mail software**  
**Word processing software**  
**Notebook computers**

### **Workforce Development Education and Training Activities Analysis – Strengths and Challenges**

#### Skills Gaps:

Michigan's economic growth is largely dependent on the talent of its citizens. A person's individual talent is critical to their ability to obtain employment and provide a decent family income. Currently in Michigan, there is a failure to match the supply of talent with the demand of employers. While Michigan's unemployment rate has been steadily decreasing and is at, or close to, the national unemployment rate, the decline in the unemployment rate is attributable to fewer unemployed residents actively seeking jobs. The unemployment figure does not include "discouraged" workers, marginally attached workers, and individuals working part-time but wanting full-time work. Meanwhile, there are thousands of jobs that go unfilled. This means employers are not getting the talent they need to achieve maximum success and workers are losing out on higher wage jobs that would allow them to be better providers for their families.

To address this challenge, the Workforce Development Agency is collaborating with employers, other state agencies, economic development, training providers, and other partners, by employing several strategies to boost the education/skill level of workers and Michigan's unemployed and low income population with available job vacancies. Examples of these strategies, which are further outlined in the State Strategies Section of the Plan include:

- Pure Michigan Talent Connect ("Talent Connect"): Talent Connect attempts to address this mismatch by more quickly and effectively connecting employers to the talent they need. Talent Connect is a web-based talent connector that is a single, centralized hub that

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connects educators, employers and talent. Strategic skills development, retraining tools, cutting edge labor market data and trends, networking, and employment matching opportunities are pulled together into one easy to use location, creating a one stop resource for career planning, employment connections, business growth, and economic development. Talent Connect provides strategic tools for employers to help them identify and develop their talent base, and gives job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions. Talent Connect provides job seekers with the tools to make educated decisions concerning hiring, career choices, and other talent-related efforts, such as skill assessments, educational webinars, job leads, etc.

- **Michigan Industry Cluster Approach:** A demand-driven workforce system is Michigan's primary workforce development strategy, focusing on aligning all efforts – initiatives, programs and funding – around industry clusters. The Michigan Industry Cluster Approach provides a coherent method for addressing local employer concerns about worker shortages, skill shortages, training mismatches, and other workforce challenges, including identifying needs that may be addressed by means other than occupational training. This includes work-related academic assessments, work-related assessment tools, training to upgrade basic work ethic, work readiness, and customer service skills, assistance with recruitment and screening, and K-12 initiatives. As industry clusters are established at the local level, the focus of the workforce system shifts emphasis on talent issues to an industry basis, rather than a single employer at a time.
- **Talent-Based Job Creation and Entrepreneurship:** The Workforce Development Agency, local Michigan Works! Agencies and the Michigan Department of Health and Human Services have developed a statewide network to assist the structurally unemployed. The effort, Community Ventures/Social Entrepreneurship, is a resource for local communities and businesses seeking to establish worksites that provide assistance and employment to Michigan's low-skilled and hard-to-serve populations. The program, which operates in four urban areas, will address the needs of the target population while restoring our cities.

**Adult Education:** Adult education plays a critical role in Michigan's workforce development system, and more importantly to the adult learners served, by providing opportunities to gain the educational skills necessary to transition to and succeed in postsecondary education, job training, and employment, as well as to reach their full potential as a family member, productive worker and citizen. Adult education will provide the following critical services and activities to support adult learners with the goal of improving access to education and training opportunities, as well as employment:

- Assist adults to become literate and obtain the knowledge and skills for employment and economic self-sufficiency;
- Support the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for families;
- Assist immigrants and English learners in improving their English and math proficiency and understanding the rights and responsibilities of citizenship; and

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- Assist incarcerated individuals in strengthening their knowledge and skills to promote successful re-entry into society.

A critical component in addressing a skills gap now and in the future is to ensure that education and training programs are meeting the needs of employers and the workforce. The education system needs to adequately prepare adults with the skills and knowledge necessary to access in-demand and emerging job opportunities, and employers and workforce professionals must be able to communicate job and skill requirements so education and training programs can be developed accordingly. The workforce system in Michigan is working to facilitate this information exchange and program alignment by:

- **Including education representatives in meetings with employers.** Engage business to take greater responsibility for identifying education and skills needs. When business liaisons meet with employers to discuss hiring needs, skill level requirements, and gaps in the latter areas, an Adult Education provider and/or community college representative must be at the table to receive that key information. Business Service Professional training will also include information on local education program offerings so employers are made aware of programs available to refer individuals to or to work with in providing needed training to current workers.
- **Increasing collaboration between Adult Education, postsecondary, and Michigan Works!.** WIOA provides opportunities for greater collaboration between the core programs, and now more than ever there is a greater need to reduce duplication of services and align investments in basic skills and postsecondary education at the regional level. Regular meetings between leaders in education, workforce and the business community must occur to share data that crosses institutional boundaries. Michigan also will build on innovative approaches only possible through collaboration, such as contextualized instruction and career pathways to become the systemic delivery system statewide. Increased collaboration will occur not only locally, but at the state level as well to align policies and funding between education, workforce and economic development.
- **Utilizing the Talent District Career Council to ensure that regional education programs are comprehensive to address the needs of all learners as well as the local economy.** Talent District Career Councils serve in an advisory capacity to the local Workforce Development Board on education issues. The Talent District Career Council membership ensures that representation of local school districts, postsecondary institutions, intermediate school districts, career and technical educators, as well as labor representatives and employers are present at the table in educational and workforce discussions.
- Vocational Rehabilitation Strategies: By understanding the current skills gaps of Vocational Rehabilitation consumers, Vocational Rehabilitation staff can effectively direct funding to meet the training needs of the consumer and Michigan businesses. This will

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positively impact the successful rehabilitation rate by increasing an individual's potential for employment in today's job market. Examples of Vocational Rehabilitation strategies to address these skills gaps include:

- Business Services Initiative: The Michigan Rehabilitation Services Business Services Initiative is being integrated at many levels both internal to the State of Michigan and externally with Michigan businesses across the state. Using the Governor's Business to Business Summit as a foundation, major Michigan businesses were initially brought together to strive to understand and address the current workforce demands, hiring practices and advancement strategies of business for persons with disabilities. Out of the summits that were held over a three-to-four year period, Michigan Rehabilitation Services, in partnership with the Governor's office, has jointly created a blueprint for government and business to work together to develop business solutions, identify best practices, and outline steps that can be put in place to increase the employment and retention of individuals with disabilities. Additionally, Lieutenant Governor Brian Calley and Michigan Supreme Court Justice Bernstein are continuing to travel across the state on the "Hidden Talent Tour" to talk with businesses about the "hidden workforce." Michigan Rehabilitation Services is continuing to play a predominant role in reaching out to businesses across the state to provide business solutions.

Michigan Rehabilitation Services, in conjunction with the [Governor's Executive Directive](#), will continue to play a primary role in advancing the hiring of individuals with disabilities. Additionally, Michigan Rehabilitation Services will work with each department within the state through a needs assessment process to identify job opportunities, needed training, and supports to meet the workforce demands within the state. As part of this initiative, Michigan Rehabilitation Services will work with each department to implement a coordinated hiring process within the state consistent with civil service rules and practices.

- Michigan Career and Technical Institute Community Expansion Program: The program builds upon a successful community expansion program that the Michigan Career and Technical Institute piloted in partnership with Michigan Works!, the Workforce Development Agency, the Michigan Department of Health and Human Services, and Michigan Rehabilitation Services. The program utilizes Michigan Career and Technical Institute's expertise in working with individuals with disabilities to launch a community-based Certified Nurses Aid training program targeting Temporary Assistance for Needy Families recipients in Benton Harbor. The tuition is paid by the Michigan Department of Health and Human Services. Most of the customers were determined eligible for Michigan Rehabilitation Services. The program has since been replicated in Detroit. The Benton Harbor site has since trained two additional cohorts and a second cohort has since been added in Detroit.
- Pathways to Potential: The Pathways to Potential Program places the Department of Health and Human Services caseworkers into schools to help families overcome barriers to academic success for students with a mental illness, a substance use disorder, or a developmental disability. Department of Health and Human Services funds will be



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utilized as a match to draw down Federal funds to provide Michigan Rehabilitation Services to transition students involved in the secondary system as well as family members with disabilities interested in employment. Services may include but are not limited to: Diagnostic services, vocational assessment, on-the-job evaluation, work experience, work adjustment training, post-secondary vocational training, on-the-job training, internships, assistive technology, job placement support, and job coaching.

Additionally, the Michigan Department of Natural Resources has identified 27 work-based learning sites where students with disabilities work for pay in the summer to gain work experience in collaboration with Pathways to Potential and the Department of Natural Resources.

- Project SEARCH: Project SEARCH, a transition-related initiative that teaches young people with developmental disabilities, in particular youth with autism, to work successfully with businesses in their local communities. Michigan Rehabilitation Services has been selected by the Governor's Commission on Mental Health and Wellness to lead expansion activities related to Project SEARCH sites throughout Michigan. This will be done in collaboration with Michigan Rehabilitation Services, Bureau of Services for Blind Persons, Department of Education, Department of Health and Human Services, Community Rehabilitation Organizations, Centers for Independent Living, and host businesses. Currently, Michigan Rehabilitation Services has eleven Project SEARCH work-based learning sites. The goal is to teach people various work habits, behaviors, and skills.
- The Bureau of Services for Blind Persons will work with consumers to develop an Individualized Plan for Employment that is consistent with current labor market trends. Vocational Rehabilitation funds will be expended to assist consumers in obtaining training to meet the needs of the workforce and employers in the state.
- Bureau of Services for Blind Persons staff can complete job analysis for in-demand jobs to look at the accommodation needs that individuals with disabilities may have in order to complete the essential functions of specific positions.

#### Remote Accessibility to Resources and Services:

Even though our Michigan Works! One-Stop Centers have computer access to all of our web-based resources, there are many job seekers in areas of the state that may not always be close to a Michigan Works! One-Stop to access needed resources to assist them with their search for training, job openings in high-demand jobs where they can utilize their training, and labor market information to assist job seekers with their training decisions. The [Michigan SHARE Network](#) is a unique initiative which partners the state's workforce development system with faith-based organizations. SHARE Network features an Online Resource Directory and the many SHARE Network Access Points in faith-based and community organizations where job seekers and others can access State of Michigan online job search tools (Pure Michigan Talent Connect) and obtain referrals to other service providers.



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The Workforce Development Agency is also addressing the challenge of access to resources by bringing our Eligible Training Provider List, Michigan Training Connect or “Training Connect”), in-house and embedding the application within Pure Michigan Talent Connect.

Through Pure Michigan Talent Connect, employers and job seekers have access to a robust talent connector that links educators, employers and talent. By bringing Training Connect in-house and embedding it on Talent Connect, Michigan talent can be connected to job opportunities in high-demand jobs, quality education and training, and relevant Labor Market Information all in one place. By rebuilding and modernizing the Training Connect application and embedding it as part of Pure Michigan Talent Connect, the application will support a wide range of device types, with the layout and content e-Michigan compliant with State of Michigan security protocols included throughout the application.

### **Workforce Development Activities Analysis – Capacity**

Yearly declines in Workforce Investment Act funding allocations from Program Year 2008 through Program Year 2013 resulted in a 57 percent reduction in Statewide Activities funding and exacerbated Michigan’s ability to fund and carry out required workforce investment activities throughout all areas of the state. Since 2008, Michigan has experienced a 22.4 percent reduction in the number of One-Stops and an 8.5 percent reduction in the number of satellite offices.

In addition to a reduction in the number of One-Stops and Satellite Centers, some of our Vocational Rehabilitation partners have been relocated to state-owned buildings in an effort to reduce operational costs. Other partner programs may only be available at the One-Stop Service Center on an itinerant basis.

As federal funds become scarcer, the ability to leverage resources is tantamount to compete locally in an increasing global economy. With the establishment of Michigan’s Regional Prosperity Initiative, local and regional partners work in collaboration toward a shared vision of economic prosperity. Better regional collaboration helps partners leverage resources in ways most beneficial for the region, including increased utilization of technology within the One-Stop Service Centers.

In 2004, State funding for Adult Education in Michigan was cut from \$75 million to \$20 million. Because of that drastic decline in funding, there has been a natural reduction in the number of adult learners served in the state as well as in the number of programs offering Adult Education services. Prior to 2004, enrollment in Adult Education was over 70,000 annually. In recent years, enrollment has been just under 30,000, whereas the number of adults aged 18-64 without a high school diploma is approximately 570,000 based on 2014 American Community Survey data. The participation rate in Adult Education is only 5 percent of those adults in need of Adult Education services. The challenge in Michigan is to increase capacity through collaboration and greater efficiencies.

Despite budget cuts, the dedication of Michigan’s Adult Education providers, including local school districts, community-based organizations, volunteer literacy programs, and community colleges, we have remained steadfast. Through ongoing communication with these organizations, as well as the state’s Workforce Development Boards and other stakeholders, the Office of Adult

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Education will continue to explore options during the coming years for strengthening its current capacity. The end result will be an adult learning system that ensures:

- Responsiveness to the complex variety of adult learning levels, contexts and needs;
- Use of performance standards to continuously improve program services;
- Optimal use of available funds;
- Flexibility in meeting the needs of each service area;
- Equitable funding targeted to areas of greatest needs;
- Strong instructional and administrative staff that responds to the needs of the adult learners; and
- Inclusion of public and private partnerships that engage practitioners and partners in planning and delivering services.

### State Strategic Vision and Goals

*The State Plan must include the state's strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This must include:*

*Vision. Describe the state's strategic vision for its workforce development system.*

*Goals. Describe the goals for achieving this vision based on the analysis above of the state's economic conditions, workforce, and workforce development activities. This should –*

- *Include goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment and other populations.*
- *Include goals for meeting the skilled workforce needs of employers.*

Governor Rick Snyder's 2015 State of the State address outlined his priorities for his second term. His overall state priority, identified as the "River of Opportunity," places an emphasis on putting people first, with the goal of helping all Michiganders succeed, no matter their stage in life. This priority will be accomplished through collaboration and cooperation to restructure state government, resulting in an effective, efficient, and accountable government that better serves its citizens.

The following key actions to continue Michigan's reinvention include:

- Revolutionizing how government operates by reducing bureaucracy and inefficiencies in the system through restructuring government by combining talent and workforce operations;
- Focusing on early childhood education (prenatal through the 3<sup>rd</sup> grade) by improving early literacy by providing half-day pre-school opportunities across the state. Proficiency in third-grade reading is an early indicator of having a skilled workforce that is imperative to making Michigan stronger;

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- Focusing on K-12 education to improve achievement in Michigan schools by improving efforts to nurture and educate our youth from prenatal and beyond;
  - Ensuring that training is demand-driven by creating partnerships with education and employers, building a seamless One-Stop system for both employers and job seekers, emphasizing the value of Science, Technology, Engineering, and Math education, and by investing in skilled trades training and career tech education opportunities;
  - Creating prosperity regions across the state, thereby allowing local areas to devote their resources to leverage state resources that help create more and better jobs and training;
  - Assisting the structurally unemployed by offering services tailored to meet individual needs;
  - Providing one-stop shopping for veterans; and
  - Increasing accountability through measuring outcomes and results.

The Governor's Talent Investment Board provides a vital role in ensuring the Governor's vision and goals are achieved. The following strategic priorities were drafted based on comments during the Board's quarterly meeting held on September 14, 2015.

Priority #1: (K-12)

Educate students, parent job seekers, teachers, counselors and administrators about local in-demand careers and prepare students for those careers.

Priority #2 (Adult Learners)

Expand awareness of and access to adult learning opportunities to qualify for local in-demand careers and prepare students for those careers.

Achievement of these priorities will be accomplished through strategies that:

- Increase career options for middle and high school students.
- Prioritize state education and training funds to prepare students for local in-demand jobs.
- Improve work-based learning opportunities for students age sixteen and older.
- Align high school and community college curriculums to provide career-ready graduates.
- Require all state-funded career skill training programs to justify and share state-purchased assets.

- Expand access to career and technical education type training for rural and other students who currently do not have access to secondary career and technical education programs.
- Improve performance and accountability of the Unemployment Insurance system and its coordination with Michigan Works!

These priorities are consistent with, and realized through the alignment of employment and training activities operated by each of our core programs and their partnering agencies and organizations.

*State Strategy. The State Plan must include the state's strategies to achieve its strategic vision and goals. These strategies must take into account the state's economic, workforce, and workforce development, education and training activities, and analysis provided above. Include a discussion of specific strategies to address the needs of populations provided in the above section.*

*Describe the strategies the state will implement, including sector strategies and career pathways, as required by WIOA section 101(d)(3)(B), (D).*

*Describe the strategies the state will use to align the core programs, State Plan partner programs included in this plan, mandatory and optional one-stop partner programs, and any other resources available to the state to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to gaps identified in the state's workforce analysis.*

### **State Strategy**

Governor Rick Snyder's vision and overarching goals addresses Michigan's job strategy and how it is integrated into our state's overall strategic plan for reinvention. The Workforce Development Agency is responsible for activities to ensure a skilled workforce. Talent enhancement activities include developing, retaining, attracting, and matching an exceptional talent base with guidance based on the needs of Michigan's employers. This is achieved by:

- Improving talent matching through our network of 16 Michigan Works! Agencies and through enhancement of our Pure Michigan Talent Connect Web site to allow better matching of skills with job openings;
- Rebuilding and enhancing our Eligible Training Provider List (Michigan Training Connect) by bringing it in-house and embedding it into Pure Michigan Talent Connect.
- Attracting and retaining talent by providing support to employers through a demand-driven, industry cluster strategies approach;
- Developing existing talent by retraining the current workforce to meet those employer-identified needs and offering training and education services.

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Based on our economic and workforce analysis, the Workforce Development Agency is employing several strategies to achieve the Governor's vision and goals. Through collaboration with employers, Michigan Works! Agencies, other State agencies, economic development, training providers and other partners, examples of these strategies include:

- Michigan Industry Cluster Approach – A demand-driven system is Michigan's primary workforce development strategy which focuses on aligning all efforts, initiatives, programs and funding around key industry clusters, which are supported by Labor Market Information. The State's five key clusters are Agriculture, Energy, Health Care, Information Technology, and Manufacturing.
- Pure Michigan Talent Connect (Talent Connect) – Talent Connect is a web-based talent connector that brings together employers, educators, and talent. It provides strategic tools for employers to help them identify and develop their talent base and give job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions.
- Michigan Training Connect – Michigan's newly redesigned Eligible Training Provider List is housed within Pure Michigan Talent Connect. The Michigan Training Connect has a new look, new features, and greater overall functionality, providing job seekers with the tools they need to choose a training program to become employed in a high-demand job or industry.
- Talent-Based Job Creation and Entrepreneurship – The Workforce Development Agency, local Michigan Works! Agencies, the Michigan Department of Human Services and the Michigan Department of Natural Resources have implemented a statewide support structure to assist the structurally unemployed. The effort, known as Community Ventures/Social Entrepreneurship, is a resource for local communities and businesses seeking to establish worksites that provide assistance and employment to Michigan's low-skilled population. The program's mission is to promote safe and vibrant communities by providing structurally unemployed community residents with a career pathway out of poverty.
- Workforce Reforms – Employers, our primary workforce partners, provide jobs to thousands of residents across Michigan. The Workforce Development Agency and Michigan Economic Development Corporation work in unison to enhance the talent of our citizens and fuel Michigan's economic engine under a unified, coordinated, talent enhancement strategy.

Michigan is committed to developing and implementing a high-quality, comprehensive career pathway system with multiple entry and exit points that meets learners where they are, provides education, training and support services needed for career advancement, and ensures a skilled workforce that meets Michigan's talent needs. The Workforce Development Agency has and will continue to dedicate the staff and resources necessary to realize this vision.

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The Office of Adult Education took advantage of the valuable opportunity to participate in *Moving Pathways Forward*, the U.S. Department of Education, Office of Career, Technical, and Adult Education funded project designed to assist states in advancing career pathway systems to transition low-skilled adults to postsecondary education and employment. The intensive technical assistance provided helped organize and focus Michigan's efforts to advance state systems development as well as increase local career pathway activities.

The foundation of this effort was the convening of a Career Pathway Steering Committee that serves as the driving force to guide and strategically lead the development of a career pathway system in Michigan. The steering committee originated as a state interagency team, and expanded to consist of representation from key state and local stakeholders. This 32-member committee includes representation from the Workforce Development Agency – including WIOA Title I, Title II and Title III programs; Community College Services; Cluster Team; and Welfare Reform – as well as Michigan Department of Education, Career and Technical Education, Michigan Rehabilitation Services, Michigan Association of State Universities, Michigan College Access Network, Bureau of Labor Market Information and Strategic Initiatives, Michigan Department of Corrections, Michigan Community College Association, Michigan Works! Association, Michigan Association of Community and Adult Education, Workforce Intelligence Network, Great Lakes Comprehensive Center, Corporation for a Skilled Workforce, and Michigan League for Public Policy. The creation of the steering committee and designated space for collaborative discussions, thoughtful planning and strategizing in and of itself has resulted in valuable synergy and momentum around career pathways.

The key accomplishments to date center around identifying and prioritizing the career pathway components to address:

1. Building Interagency Partnerships

- Gained consensus on the vision and mission statements for Michigan's career pathway system
- Drafted joint letter to be signed by Departments of Talent and Economic Development, Health and Human Services, and Education conveying the state leadership support and commitment to career pathway system development
- Defined the role and benefit of partner agencies within the career pathway system

2. Aligning Policies and Programs

- Conducted an assessment of current career pathway activities at the state and local level
- Identified essential programs and current initiatives at both the state and local level, as well as the potential for alignment and collaboration between programs to maximize the impact and sustainability
- Including career pathways development in all relevant state policies and guidance issued to ensure common message is communicated by all agencies
- Passage of state legislation supporting pilots, including one pilot to support and increase dual enrollment in Adult Education and secondary career and



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technical education; and another to increase early/middle college programs and strengthen the alignment to broader career pathway efforts

- Identify potential barriers in state policy that may impede career pathway development, and propose modifications

### 3. Identify Industry Sectors and Engage Employers

- Utilize and build upon the existing Michigan Industry Cluster Approach and established local industry clusters to identify skill needs of employers
- Identify alignment between the Michigan Industry Cluster Approach five priority industry clusters – agriculture, energy, healthcare, information technology, and manufacturing – and career pathway program development

In program year 2015-16, the Office of Adult Education convened a cohort of thought leaders, made up of five Adult Education directors that are more advanced in the area of career pathway development. This group was pulled together to share and evaluate promising approaches to partnership building and instructional delivery currently being tested in their programs, including contextualized curriculum for all levels of instruction and integrated education and training programs. The goal is to utilize this cohort of directors to inspire others in the field and serve as peer mentors in subsequent years around these critical issues.

As the Agency responsible for all programs related to talent, services, and programs, the Workforce Development Agency is charged with ensuring that skilled talent is available for the continued growth of Michigan. Our vision and goals, along with our strategic plan was developed in consultation with the Governor's Talent Investment Board.

To that end, our updated vision statement is: *"We are recognized as an innovative and effective talent system supporting a healthy, resilient economy that improves the quality of life in Michigan,"* with our mission being: *"We partner to provide a demand-driven talent system that supports business growth and a diverse skilled workforce."*

Michigan's primary workforce development strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters which are supported by labor market information. This strategy is integrated into the Governor's overall strategic plan for reinvention of the state. Governor Snyder's plan for the reinvention of Michigan is based on a commitment to ensure that future generations have meaningful career opportunities available to them and a quality of life second to none.

We are responsible for demand driven activities to ensure a skilled workforce exists in our state. Talent enhancement activities include the development, retention, attraction, and matching of an exceptional talent base with guidance based on the needs of Michigan's employers. This is achieved by:

- Connecting talent to opportunity by improving talent matching through Pure Michigan Talent Connect;



- Addressing the skills gap through attracting and retaining talent and meeting the needs of employers by ensuring that employers throughout the state have access to a labor pool with the necessary skills to grow the state's economy;
- Growing and retaining talent through employment and training services; and
- Revitalizing our educational system by doing our best to ensure that youth have the opportunity to develop and achieve career goals through education and workforce training; and addressing the education and training needs of the structurally unemployed and of working adults lacking basic skills necessary to succeed in post-secondary education, training, and to obtain good jobs.
- Increasing employer engagement with the K-12 system to:
  - Increase students' and parents' understanding on the relevance of what is learned in school to the job market,
  - Make a connection between business and education at the junior high, high school, and college level,
  - Make an investment in career and technical education programs through relevant programming and curriculums,
  - Align metrics with what employers need in the workforce; and
  - Put career pathways back into middle and high school levels.

The Workforce Development Agency's goals, objectives and strategies support the key actions described above.

- ***Data and metrics will drive policy and decisions*** by identifying and creating stakeholder performance metrics, by developing an integrated data collection system, by creating key reports for training, employment, retention and credentials, and by developing effective processes for analyzing key employment and training data for continuous quality improvement of the Talent System. Without objective measures, we cannot measure our progress toward improving the Talent System and meeting goals and federal requirements. By engaging stakeholders (partners, employers, job seekers, and funders) in the conversation, we secure their cooperation and agreement to reach higher standards to increase training that leads to attainment of credentials, employment, retention, and wages.
- ***Brand and promote the talent system*** by creating and implementing a comprehensive marketing and communication plan. To maintain and increase support (including funding and legislative) for the Talent Investment Agency and the Workforce Development Agency, we must build a positive image. Branding plays a key role in maintaining and increasing participation from the Talent System's partners. Additionally, cultivating a positive image with our funders will increase funding opportunities.
- ***Collaborate, connect, and create*** statewide work-based learning strategies, engage key state agencies and external partners to expand collaborations and address challenges, and deliver seamless and consistent talent recruitment, training placement and retention services statewide for employers. Registered apprenticeships and other work-based learning models are critical resources for employers to find employees to meet their talent

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needs. Statewide work-based learning strategies are needed to connect employers and job seekers with “earn and learn” approaches such as registered apprenticeships to address technical skill gaps in Michigan.

- ***Fiscal accountability and sustainability*** by securing non-formula funding. In order to maintain the highest level of services to our employers and job seekers and to have the ability to implement innovative programs, we must continuously look for ways to increase the amount of funding (public, private, philanthropic, etc.) coming into our state. Annually, the Workforce Development Agency will seek out and secure public or private non-formula funding in addition to that which is automatically awarded to the state.
- ***Engage, advocate, and influence*** by engaging our policy makers, legislators, and partner agencies so they understand our accomplishments as well as our concerns. Together, we can build stronger relationships that will allow our work to continue and expand to meet the needs of our state and our customers. We will continue to be inclusive of, and seek input from all of our key partner agencies. In order to be inclusive of our key partner agencies, their input was sought to help influence components of our Unified Plan, ensuring that our plan adequately represents our state.
- ***Promote and replicate innovative strategies*** by creating process and policy to integrate best practices into common practice throughout the talent system and by adopting continuous improvement methodologies to streamline and maximize our business practices. Our partners and service providers have the most current information and practical experience needed to drive continuous improvement of the Talent System. By formalizing best practice processes or policies for integration throughout the workforce system, we can better serve our customers (employers and job seekers) by reducing the time from unemployment to reemployment and creating efficiencies based on shared services, consolidation and/or merging.
- ***Value, engage, and develop employees and One-Stop Program staff*** through increasing professional development and training opportunities for our employees as well as those engaged in the One-Stop system. We understand our employees are the core asset of our agency. It is an Agency requirement that all employees, as part of their performance plan, participate in professional development and training to be better equipped with the tools and resources needed to perform at the highest potential; for supervisors to gain the skills necessary to positively manage relationships with other employees; and to invest in and value our human assets.

As our two partnering agencies providing WIOA Title IV vocational rehabilitation services, the Bureau of Services for Blind Persons and Michigan Rehabilitation Services have visions that are congruent with that of the Workforce Development Agency.

*“The Bureau of Services for Blind Persons is recognized as an innovative and effective talent system supporting a healthy, resilient economy that improves the quality of life in Michigan.”*

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*“Michigan Rehabilitation Services partners with individuals and employers to achieve quality employment outcome and independence for individuals with disabilities.” This is achieved through excellent customer service; strong fortified partnerships; and motivated, enthusiastic staff and continue to be high producing nationally.”*

Each of the core program goals, priorities, strategies, and activities support and align with the priorities of our Governor’s Talent Investment Board and ultimately, those outlined in Governor Snyder’s River of Opportunity.

*Performance Goals – Using the Table provided in (Appendix 1), include the state’s expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of the WIOA. (Note: This strategic planning element only applies to core programs.)*

**Performance Goals:**

Please refer to Appendix 1 for Michigan’s expected levels of performance relating to the performance accountability measures.

Detailed guidance is pending from one or more federal partners regarding data definitions, sources, validation, and submission requirements. The Workforce Development Agency, which oversees the WIOA Title I Adult, Dislocated Worker, and Youth programs, WIOA Title II Adult Education and Family Literacy, and Title III Wagner-Peyser, will work with the Michigan Department of Health and Human Services and Licensing and Regulatory Affairs which oversees the WIOA Title IV Vocational Rehabilitation program (Michigan Rehabilitation Services and Bureau of Services for Blind Persons respectively), to adopt joint performance reporting requirements as outlined in the WIOA Act Section 116. Joint performance measures for the WIOA will consist of six customer outcomes specific to core indicators of performance and employer (customer) satisfaction by program.

*Assessment: - Describe how the state will assess the overall effectiveness of the workforce investment system in the state in relation to the strategic vision and goals stated above (meaning in the section on vision, goals, and performance goals) and how it will use the results of this assessment and other feedback to make continuous or quality improvements.*

**Assessment of Overall Effectiveness:**

The WIOA performance measures serve as indicators to track progress toward meeting the state’s goals and vision for the workforce investment system. The state uses the performance accountability system to assess the effectiveness of local areas in achieving continuous improvement of workforce investment activities in order to optimize the return on investment of WIOA funds. Both the WIOA and Wagner-Peyser performance are tracked in the One-Stop Management Information System. Reports detailing performance on all performance measures are published quarterly for all local areas. These reports allow the state and local areas to monitor

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performance outcomes in order to establish trends and identify measures requiring corrective action. Furthermore, performance data is available at the contractor level. These WIOA performance measures will serve as indicators to track progress toward meeting the state's goal and vision for the workforce investment system.

The state will determine the level of the performance goals for all core programs. Instructions are issued to all local areas to provide the state with recommended performance levels for all measures for the applicable Program Year. These recommended levels must be both reasonable and defensible given prior performance levels and anticipated economic developments. The state will request documentation for any performance level significantly below prior levels. The state will compile local level recommended performance levels into a statewide level. The state will request a revised state level performance goal if a significant difference exists between the compiled levels and the previously negotiated levels.

Each local area is subject to the same primary indicators of performance for all core programs that apply to the state. Local areas that fail to meet adjusted levels of performance for the primary performance indicators for any program year will receive technical assistance. Technical assistance may include:

1. Assistance in the development of a performance improvement plan
2. Development of a modified local or regional plan
3. Other actions designated to assist the local area in improving performance.

If failure to meet the same performance measure(s) continues for a third consecutive program year, the state takes corrective action(s). The local area's circumstances will be reviewed on an individual basis, taking into consideration the nature of the problem and the technical assistance activities undertaken to correct the problem during the prior program year. Based on this review, a corrective action plan, including a timetable is developed.

The corrective action may include the development of a reorganization plan through which the state may:

1. Require the appointment and certification of a new local board (consistent with criteria established under the WIOA),
2. Prohibit the use of eligible providers and One-Stop partners identified as achieving a poor level of performance, and/or
3. Take other actions the state determines appropriate.

Additionally, Michigan has implemented a [Workforce System Dashboard](#) that provides information on key performance measures in aggregate, which is then further broken out by each of our local service delivery areas.

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## **Part III: Operational Planning Elements**

*The Unified State Plan must include an Operational Planning Elements Section that supports the state's strategy and the system-wide vision described in Section II(c) (Note: the State Strategy to Achieve the vision and goals) above. Unless otherwise noted, all Operational Planning Elements apply to all core programs. This section must include:*

### **State Strategy Implementation**

#### **Overview**

On December 29, 2006, the State of Michigan Legislature enacted [Public Act No. 491](#), the "Michigan Works! One-Stop Service Center System Act." The Act:

- Establishes the Michigan Works! One-Stop Service System to deliver workforce development programs and services tailored to local needs;
- Provides for Michigan Works! Areas;
- Provides for local workforce development boards;
- Provides for consolidated access to employment retention programs in One-Stop service centers; and
- Prescribes the powers and duties of the Michigan Works! One-Stop Service Center system and of certain state and local government officers and agencies.

*Describe how the State Board will implement its functions under Section 101(d) of WIOA (i.e. provide a description of Board operational structures and decision making processes to ensure such functions are carried out.*

#### **State Board Functions:**

Created by [Executive Order 2015-11](#), the Governor's Talent Investment Board is Michigan's workforce investment board and its representation is consistent with the provisions of the Workforce Innovation and Opportunity Act (WIOA) and regulations issued pursuant to the act.

The Governor's Talent Investment Board provides a vital role in bringing citizen involvement, engagement, and oversight to the state's talent enhancement effort. This business led, business majority Board serves as a catalyst for talent enhancement and economic development entities and recommends policies to the Governor and state departments that guide workforce investment and training at both the state and local levels.

The Governor's Talent Investment Board is charged with advising and assisting the Governor regarding compliance with the WIOA. The Governor's Talent Investment Board is responsible for review of Michigan's Unified State plan as well as other grants, plans policies, statistics, allocation formulas, and performance measures related to the workforce system. The Governor's Talent Investment Board also develops strategies for continuous improvement of the workforce

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system, including the identification and dissemination of information on best practices, and engages state and local leaders to drive workforce innovation. The Governor's Talent Investment Board also reviews the state's Annual Report for the U.S. Department of Labor.

The Governor's Talent Investment Board Executive Committee is comprised of the Governor's Talent Investment Board Chair and Vice Chair and representatives from labor, community-based organizations, and business. The Executive Committee provides overall direction to the Governor's Talent Investment Board activities and reviews regulatory items prior to bringing to the full board for action.

Implementation of State Strategy:

*Describe how the lead state agency with responsibility included in this plan will implement the state's strategies identified in II(c) above. This must include a description of:*

*Core Program Activities to implement the state's Strategy. Describe the activities the entities carrying out the respective core programs will fund to implement the state's strategies. Also describe how such activities will be aligned across the core programs included in this plan and among the entities administering the programs, including co-enrollment and other strategies.*

*Alignment with Activities outside the Plan. Describe how the activities identified above will be aligned with programs and activities provided by mandatory one-stop partners and other optional one-stop partners and activities provided under employment, training (including Registered Apprenticeships), education (including career and technical education), human services and other programs not covered by the plan, as appropriate, assuring coordination of, and avoiding duplication among these activities.*

*Coordination, Alignment, and Provision of Services to Individuals. Describe how the entities carrying out the respective core programs, mandatory and optional one-stop partner programs will coordinate activities and resources to provide comprehensive high-quality, customer-centered services, including supportive services to individuals including those populations identified in section II(a)(1)(B). The activities described shall conform to the statutory requirements of each program.*

*Coordination, Alignment and Provision of Services to Employers. Describe how the entities carrying out the respective core programs, mandatory and optional one-stop partner programs will coordinate activities and resources to provide comprehensive, high-quality services to employers to meet their current and projected workforce needs. The activities described shall conform to statutory requirements of each program.*

*Partner Engagement with Educational Institutions. Describe how the state's strategies will engage the state's education and training providers, including community colleges, and area career and technical education schools, as partners in the workforce development system to create a job-driven education and training system.*



*Leveraging Resources to Increase Educational Access. Describe how the state's strategies will enable the state to leverage other federal, state, and local investments that have enhanced access to workforce development programs at the above institutions, described in the previous section (partner engagement with educational institutions).*

*Improving Access to Postsecondary Credentials. Describe how the state's strategies will improve access to activities leading to recognized postsecondary credentials, including Registered Apprenticeship certificates. This includes credentials that are portable and stackable.*

*Coordinating with Economic Development Strategies. Describe how the activities identified in A (Core program activities to implement the state's strategies) will be coordinated with economic development entities, strategies, and activities in the state.*

### Coordination and Alignment with Other Programs

The delivery of services is available and accessible to all customers which includes veterans, migrant and seasonal farmworkers, individuals with disabilities, ex-offenders, welfare-to-work participants, and the general public. In addition to administering the WIOA, Wagner-Peyser, and Adult Education programs, the Workforce Development Agency administers:

- Partnership. Accountability. Training. Hope. (PATH) – Provides job assistance and training to parents receiving cash assistance.
- Supplemental Nutrition Assistance Program – Provides employment-related services to able-bodied individuals without dependents receiving food assistance.
- Trade Act – Provides training to workers who have lost their jobs as a result of an increase in imports or shift of jobs to foreign countries.
- Veterans – Provides specialized services that promote employment and training for veterans.
- Jobs for Veterans' State Grant – Targets certain categories of veterans and spouses of veterans.
- Migrant and Seasonal Farmworkers – Provides specialized services to migrant and seasonal farmworkers that are delivered through the local Agricultural Employment Specialists.
- Foreign Labor Certification – Assists employers in filling their personnel needs that cannot be met with the United States (U.S.) workers, while protecting U.S. workers from competition from low-wage foreign workers.



- Michigan Prisoner Re-Entry Initiative – The Workforce Development Agency works with the Department of Corrections and the Department of Health and Human Services to coordinate prisoner re-entry services into the workforce system.
- Fidelity Bonding Program of Michigan – The program assists high risk job seekers in obtaining employment by providing an incentive for employers to hire job seekers who are qualified, but may be considered high-risk. A fidelity bond is available to any job seeker who has a bona-fide offer of employment. Those eligible include people with poor credit records including bankruptcies, economically disadvantaged youth and adults who lack a work history, welfare assistance recipients, recovering substance abusers, ex-offenders, dishonorably discharged from military service, youth in apprenticeships, and those who cannot be commercially bonded.
- The Martin Luther King Jr. – Cesar Chavez – Rosa Parks Initiative Programs are designed to assist students along the academic pipeline from the seventh grade through graduate work.

The Workforce Development Agency collaborates with, and participates in strategic partnerships with:

- Michigan Works! Agencies for the administration of all major workforce programs, including the WIOA, Wagner-Peyser, Trade Act, Partnership. Accountability. Training. Hope. (PATH), Fidelity Bonding, Veterans, and Migrant and Seasonal Farmworkers,
- Michigan Rehabilitation Services and the Bureau of Services for Blind Persons to provide Vocational Rehabilitation Services,
- Michigan Economic Development Corporation and local communities to support Michigan's economic development and job creation efforts, and
- Public and independent colleges and universities in the development of training programs to meet employer needs.

And other state agencies including:

- Department of Health and Human Services, for the administration of the Partnership. (Partnership. Accountability. Training. Hope.) and Supplemental Nutrition Assistance Programs,
- Department of Corrections, for the administration of the Michigan Prisoner Re-Entry Program and fidelity bonding services,
- Licensing and Regulatory Affairs, for coordination of licensed proprietary schools on our state's Eligible Training Provider List - Michigan Training Connect,

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- Department of Technology, Management and Budget, for the development and dissemination of state and local estimates of labor market activity for policy development, program planning, job placement, and career decision making,
  - Michigan Department of Education, for major career education initiatives affecting learners K-12 and beyond, and, for access to, retention in, and completion of individual student goals in quality community colleges, proprietary institutions, and other postsecondary agencies.
  - [Michigan Department of Education for Career and Technical Education Programs:](#) Secondary and postsecondary career and technical Education programs draw their instructional standards from business and industry experts. In order to keep current, teachers are required to have an advisory committee whose membership consists of local business/industry employers. In this way, they get the most up-to-date information on all aspects of the industry and job openings in their community.

For students with disabilities, special education transition services helps students prepare for the next step after high school. They work collaboratively with Vocational Rehabilitation.

In Michigan, most often it is the local career and technical education administrator that assists with youth program administered through the Michigan Works! Agencies.

- [Talent District Career Councils:](#) The Talent District Career Council policy has been set forth by the Workforce Development Agency as a partnership that involves key educational stakeholders as members to coordinate educational programs and services. The categories for membership include someone from a local intermediate school district, an academic educator, a career and technical education administrator, a representative of both postsecondary institutions in the region and local districts. According to the policy, the roles and responsibilities for the workforce development board is to encourage alignment of the secondary and postsecondary Carl D. Perkins plans with local and regional strategic plans. The Talent District Career Councils are asked to review and comment on those plans.
- Michigan has a robust Early/Middle College program where high school students attend for five years and earn both a high school diploma and an associate degree or significant coursework and/or industry certification. State funding for the initiative requires the collaboration between the Michigan Department of Education and the Workforce Development Agency. Moreover, at the local level, educators must work with the Talent District Career Council to develop a strategic plan for the development of career and technical Education based Early/Middle Colleges where there is labor market data that shows a skills gap in the local area.

The two Michigan Vocational Rehabilitation agencies (Michigan Rehabilitation Services and the Bureau of Services for Blind Persons) will continue to evaluate and collaborate on the role of

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Vocational Rehabilitation in the workforce system. Vocational Rehabilitation collaborates with, and participates in, strategic partnerships with:

- Michigan Department of Health and Human Services to support and promote competitive and integrated employment and coordination of services for individuals that receive Medicaid as well as to coordinate and improve services to customers with cognitive impairments and mental illness, including those requiring supported employment,
- Michigan Departments of Education, Health and Human Services, Community Rehabilitation Organizations and Centers for Independent Living and host businesses to lead expansion activities related to Project Search;
- Michigan Developmental Disabilities Council related to the U.S. Department of Labor's Office of Disability Employment Policy's "Employment First Initiative;
- Colleges and Universities to target career services to students with disabilities, and to conduct university-based research and evaluation. The research and evaluation projects address the Bureau's need for comprehensive needs assessments and continuous improvement measures and for the management of an on-line learning and knowledge system (E-Learn) to provide staff with training and development;
- The Workforce Recruitment Program is a recruitment and referral program for college students with disabilities that connects federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities who are eager to prove their abilities in the workplace through summer or permanent jobs;
- The U.S. Department of Labor's Office of Disability Employment Policy and the U.S. Department of Defense's Office of Diversity Management and Equal Opportunity related to the Workforce Recruitment Program for college students with disabilities. Office of Disability Employment Policy and the Office of Diversity Management and Equal Opportunity manage the program, which continues to be successful with the participation of many other federal agencies and sub-agencies. Since the program's expansion in 1995, over 6,000 students and recent graduates nationwide have received temporary and permanent employment opportunities through the Workforce Recruitment Program;
- Disability Network of Michigan (representing Centers for Independent Living), Michigan Council for Rehabilitation Services, and the Michigan Statewide Rehabilitation Council for activities related to transformation of service delivery systems into a holistic approach for the employment and the independence of individuals with disabilities throughout Michigan;
- Michigan Department of Education Office of Special Education to support the seamless transition of students from school to adult life that facilitates the development and completion of their Individualized Education Program under Section 614(d) of the Individuals with Disabilities Education Act. The agreement addresses key items identified in Individuals with Disabilities Education Act and the Rehabilitation Act and includes

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information about the purpose, the authority, and scope, foundations of the partnership, roles and responsibilities, confidentiality, student documentation, student eligibility, Michigan Rehabilitation Services attendance at Individualized Education Program team meetings, seamless transition services, coordination of resources, resolution of differences, data reporting, 504 students and termination and changes;

- Michigan Rehabilitation Services has an existing Interagency Agreement with the U.S. Department of Veteran Affairs. Michigan Rehabilitation Services has been collaborating with Michigan Veterans Affairs Agency and other statewide veteran support agencies. The Michigan Veterans Affairs Agency implemented Veteran Community Action Teams, which is a community specific collaboration with local support. Veteran Community Action Teams is comprised of multiple organizations to assist veterans from a holistic perspective: quality of life, education, healthcare, and employment. Through this relationship with Veteran Community Action Teams, Michigan Rehabilitation Services provides vocational rehabilitation services to veterans with disabilities;
- Michigan Rehabilitation Services has entered into an Interagency Agreement with Department of Corrections and the State Court Administrative Offices to provide rehabilitation services to high-risk felony offenders with a history of probation violations or failures. The Swift and Sure Sanctions Probation Program participants are primarily individuals with intellectual disabilities and substance abuse issues. Michigan Rehabilitation Services works closely with the Department of Corrections to develop programming to best serve this population. Judges in Michigan's Swift and Sure Sanctions Probation Program courts have reported a reduction in positive drug tests and failures to appear at scheduled meetings with probation officers among their Swift and Sure Sanctions Probation Program participant population;
- The Michigan Chamber of Commerce and external (national) resources, such as the National Employment Team to identify labor market areas where skill shortages occur;
- Michigan Works! Agencies as a One-Stop System partner. Vocational Rehabilitation maintains a memorandum of understanding with each local Michigan Works! Service Center. The memorandum of understanding defines the manner in which Vocational Rehabilitation participates in the One-Stop delivery system,
- Michigan Career and Technical Institute to provide short-term training and supports. The Michigan Career and Technical Institute is a state-sponsored, Department of Education approved, nationally accredited post-secondary school, known for customized training. Vocational Rehabilitation will continue to utilize training as a strategy for closing skills gaps. The Michigan Career and Technical Institute has an excellent model for both short-term technical training and the proper supports for people to be successful. Vocational Rehabilitation is continuing to develop methodologies to expand and export services to students with disabilities across the state. Vocational Rehabilitation is also exploring ways to develop staff skills and vendor skills in customized employment and to export appropriate training across the state. For example, the Michigan Career and Technical Institute Certified Nurse Assistant training program in Benton Harbor, Michigan is just the

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first of many Michigan Career and Technical Institute Certified Nurses Aid projects being exported to communities;

- Both Michigan Rehabilitation Services and the Bureau of Services for Blind Persons have excellent working relationships with colleges and universities. Michigan Rehabilitation Services is currently partnering with Michigan State University to develop a match/funding agreement to place a vocational rehabilitation counselor on campus who will provide wrap-around services to eligible students with disabilities. Western Michigan University and Eastern Michigan University have also expressed strong interest in this model. Michigan Rehabilitation Services hopes to expand these agreements with these and other Michigan colleges and universities and develop metrics to determine the success of this program;
- The Social Security Administration to assist joint customers receiving disability benefits in the use of Social Security work incentives and return to work efforts. Each Michigan Rehabilitation Services office has a dedicated champion to assist staff for addressing the unique needs of Social Security Administration recipients, including Michigan Rehabilitation Services internal (online) E-Learn system, which contains a plethora of information regarding the Social Security Administration's Ticket to Work program and work incentives; resources and referral available through the Social Security Administration's Work Incentive Planning and Assistance project serving Michigan communities; referral to Beneficiary Access and Support Services as contracted with the Social Security Administration, Social Security Administration Work Incentive Liaisons available through local Social Security Administration offices, and Michigan Rehabilitation Services fee-for-service vendors; and
- Hannahville Indian Community Vocational Rehabilitation Program's Project Vision and the Consortia of Administrators for Native American Rehabilitation to create effective service delivery partnerships to increase employment opportunities. Michigan Rehabilitation Services continues the memorandum of understanding with the Hannahville Indian Community Vocational Rehabilitation Program's Project Vision for rehabilitation services under Section 121 of Title I of the Rehabilitation Act of 1973 as amended, and Title I of the Rehabilitation Act of 1973 as amended respectively. The memorandum of understanding represents cooperation, coordination, and collaboration necessary to create an effective service delivery partnership designed to increase employment opportunities for those served by both programs. Michigan Rehabilitation Services expects to continue to collaborate with the Consortia of Administrators for Native American Rehabilitation to promote this memorandum of understanding as a best practice.

And other State of Michigan departments and agencies to align disability-related programs with workforce and economic development programs.

Other state agencies include:

- Michigan Department of Education
- Michigan Economic Development Corporation

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- Michigan Department of Health and Human Services
  - Michigan Department of Civil Rights
  - Advisory Council on Deaf and Hard of Hearing

In collaboration with Michigan Integrated Technology Supports and the Michigan Disability Rights Coalition, Assistive Technology Act grant recipient, Michigan Rehabilitation Services Assistive Technology Consultant is developing an assistive technology framework to be adopted as a standardized approach for use throughout the vocational rehabilitation process. Key framework components for Michigan Rehabilitation Services will include:

- Consideration Model: Adoption of a valid model for assistive technology consideration.
- Electronic Assistive Technology Consideration Tool: Development and implementation of an electronic assistive technology consideration tool for use by vocational rehabilitation counselors and aligned with the aforementioned model by Fiscal Year 2016.
- Training: Delivery of training to promote and teach the Assistive Technology Consideration Framework to Michigan Rehabilitation Services staff. Training is expected to begin during Fiscal Year 2016.

A Michigan Rehabilitation Services Assistive Technology Consultant sits on the Assistive Technology Advisory Council for Michigan's Assistive Technology Act's Program.

#### State Strategies to Prepare and Educated and Skilled Workforce:

We provide thought leadership around critical talent gaps and employment issues, support the development of a strategy ensuring a pipeline of talent that will attract and retain businesses in Michigan, and facilitate implementation of these strategies statewide.

Our talent investment strategy includes supporting a demand-driven workforce system by:

- Supporting a demand-driven workforce system through the alignment of workforce development with economic and community development.
- Advocating for the integration of workforce development into the K-12 system.
- Transforming Michigan's adult learning infrastructure to create a unified strategic approach to increase basic skills and postsecondary educational attainment.
- Implementing employer responsive training to enhance talent outcomes, productivity, and employment retention, while increasing the quality and competitiveness of Michigan's businesses.
- Supporting a comprehensive talent investment strategy that ensures available resources have the greatest impact possible for job creators and residents within local service delivery areas.



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- Assisting the structurally unemployed with financial independence.
  - Advocating for the integration of workforce development into the Adult Education and post-secondary school systems.
  - Monitoring performance and assessing the effectiveness of local areas in achieving continuous improvement of workforce investment activities in order to optimize our return on investment.

Governor Snyder indicated that in Michigan, talent has surpassed other resources as the crucial element of economic growth. There is a gap between what employers need to fill the jobs of today and tomorrow, and the skills that Michigan residents possess.

Our jobs strategy is integrated into the Governor's overall strategic plan for Michigan's reinvention. Michigan's primary workforce development strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters. This strategy includes the alignment of policies, operations, and administrative systems to avoid duplication of workforce programs and activities, as well as providing a way to leverage discretionary funding and formula-based investment across all programs. Our collaboration with workforce agencies, employers, economic developers, post-secondary education providers, and other partners with shared interests provides us with opportunities to leverage partner funds for services not funded under the WIOA. Our workforce programs are being implemented with innovation and efficiency in mind to deliver results-driven training and services in order to provide more and better jobs, assist employers with their workforce training needs, and revitalize our education system to better prepare youth.

Our talent enhancement strategy involves the alignment of economic development efforts at the Michigan Economic Development Corporation with the workforce development efforts at the Workforce Development Agency. "Talent" is the education and work experience that employees bring to a job. "Enhancement" is the role the State of Michigan plays in improving the state's overall workforce pool. Talent enhancement efforts include: 1) talent development, 2) talent recruitment and attraction, 3) talent connections, and 4) talent-based job creation and entrepreneurship, along with 5) workforce system reforms implemented by the workforce development agency.

#### **Talent Development:**

One Detroit – A Detroit Demonstration Project: The Detroit Employment Solutions Corporation (DESC), in partnership with the Detroit Mayor's Workforce Advisory Council, has taken the initiative in developing a plan to vastly improve the city's workforce system. The Council has created a preliminary plan for implementing a "One Detroit" concept that will coordinate operations of agencies that offer services throughout the city. The group will also create a Chief Executive Officer (CEO) Corps that will identify job opportunities available for returning citizens (ex-offenders). The most distinguished executives in the city will organize the Chief Executive Officer (CEO) Corps and leverage their companies and their relationships to provide job



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opportunities for returning citizens and other underserved populations. Key components of the demonstration include:

- Screening 1,500 participants and offering the following services:
  - One-Stop Career Services and Career Navigation, which will provide career planning and wrap-around services;
  - A Bridge Program for participants that will help them complete their adult basic education or general educational development before moving on to training or employment;
  - An Earn and Learn Program that will allow participants to earn an income and concurrently participate in training in a high-demand field;
  - A Detroit Registered Apprenticeship Training Program that will provide training and apprenticeship for participants; and
  - A One-Stop located in a jail or prison that will provide pre-release services for prisoners.

This effort will employ 1,275 returning citizens over the two-year project period.

- The Summer Youth Employment Program will provide Detroit's low income youth with summer jobs in the construction industry to address abandoned Detroit Public School facilities not in the city's possession. This hands on work will lead to a credential for the youth in building construction and lay the foundation for a potential career pathway in the construction industry. The construction industry is of significant importance to Detroit, given the planned expansion projects throughout the city.

This effort will provide summer employment opportunities to 1,000 youth over the two year period.

The chief concept to be tested in the demonstration project will be whether or not intensive employer engagement in combination with intensive case management, career navigation, and training will increase employment rates and reduce the recidivism rates of returning citizens while preventing youth involvement in the judicial system.

K-12 Science Technology Engineering and Math: Labor Market information indicates that jobless rates go down as the level of education attainment increases. Those with the highest jobless rates are individuals without a diploma. At the heart of talent development is the advancement of Science Technology Engineering and Math education and training (i.e., science, technology, engineering, and math). As a part of the Governor's plan to reinvent Michigan, the revitalization of our education system is a key action. Global competition drives companies to locate where there is an abundance of skilled workers. For Michigan, "skilled work" can involve credentials, certificates, two-year, four-year, and advanced degrees that meet the needs of regional employers and attract new employers. However, the skill requirements for employment are becoming more sophisticated. We have a shortage of Science Technology Engineering and Math talent, which includes everything from engineers to supply chain managers. Our talent strategy

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focuses on more effectively training our workforce to meet the needs of employers, which begins with a sound educational foundation in the area of Science Technology Engineering and Math.

Career Preparation and Inspiration Initiatives: We will also provide career inspiration programs to ensure that every middle school student participates in a program to introduce careers, including job shadowing, talent tours, and internships.

- Talent Tours: Talent Tours introduce youth, parents, and teachers to available career paths in their region by offering a behind-the-scenes look into in-demand businesses and industries. Talent Tours help students understand employer, education, and training requirements necessary to secure employment. Impacts include relationship building, establishing a talent pipeline, talent retention, and the opportunity to see real life application of coursework.

Michigan Works! Agencies facilitate relationship building between educational partners and businesses. Businesses define roles, skills, and training expectations via short presentations and hands-on-experiences. Educational partners generally arrange transportation, monitor student safety and behavior, and encourage engagement and open communication.

- Michigan Internship Initiative: According to the National Association of Colleges and Employers, employers surveyed in 2014 reported that 51.2 percent of internships converted to full-time employment opportunities, further solidifying the value and importance of creating internship programs. Employers statewide are being encouraged to create or expand effective internship programs.

The Workforce Development Agency has partnered with Prima Civitas and the Michigan Economic Development Corporation to provide useful tools and training opportunities to strengthen this encouragement and equip employers and economic partners with the knowledge and support necessary to ensure success. The initiative provides useful [tools](#) and training opportunities to assist and equip employers with the knowledge and support necessary to develop or enhance successful internship programs.

Community College Services: The Community Colleges Services (CCS) mission is to promote access to, retention in, and completion of individual student goals in quality and comprehensive postsecondary education. Principal program goals are to improve those postsecondary education programs which lead to academic and occupation skill competencies necessary for individuals to work in a technological and advanced society. Goals are accomplished by providing technical assistance to develop new occupational programs, improve career guidance and counseling activities, upgrade the skills and competencies of occupational education faculty and staff, improve accountability measures, improve the transition of students between secondary, community colleges, four-year institutions, and the work place. Twenty-eight community colleges, three public universities, and one tribal college currently are involved in the program.

The Martin Luther King Jr. – Cesar Chavez – Rosa Parks Initiative: Established by the legislature in 1986, the goal of this initiative is to increase the number of Michigan's most educationally or

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economically disadvantaged citizens who have the opportunity to complete college degrees and experience career success as active participants in a knowledge-based global economy. There are six unique King-Chavez-Parks programs designed to assist students along the academic pipeline from seventh grade through graduate work:

- The Michigan Gaining Early Awareness and Readiness for Undergraduate Programs ([MI GEAR UP](#)) is designed to increase the number of low income students who are prepared to enter into, and succeed in, postsecondary education. The Michigan Gaining Early Awareness and Readiness Program partners with Michigan's fifteen public universities, and valuable external community partners to provide early intervention services and a scholarship component for low-income students. The program serves a cohort of students beginning in the seventh grade and follows them through graduation from high school.
- The Select Student Support Services (4S) program provides State of Michigan funding on a competitive grant basis, to Michigan's four-year public and independent colleges and universities to increase graduation rates of admitted academically or economically disadvantaged students.
- The Michigan College/University (MICUP) program provides State of Michigan funding on a competitive grant basis, to Michigan's four-year public and independent colleges and universities to increase the number of admitted academically or economically disadvantaged students who transfer from community colleges into baccalaureate degree programs at four-year institutions.
- The Morris Hood, Jr. Educator Development (MHED) program provides State of Michigan funding on a competitive basis, to Michigan public and independent institutions with state-approved teacher education programs. The legislative intent of the Morris Hood Educator Development program is to increase the number of academically or economically disadvantaged students who enroll in, and complete K-12 teacher education programs at the baccalaureate level.
- The Future Faculty Fellowship (FFF) program provides financial support to academically or economically disadvantaged candidates pursuing faculty teaching careers in postsecondary education.
- The Visiting Professors (VP) program provides financial support to Michigan's public universities to increase the number of traditionally under represented instructors in the classroom available to serve as role models for students.

[Michigan Virtual University](#) is a statewide online course catalog to boost dual enrollment opportunities for high school students.

### **Work-Based Learning and Career Opportunities:**

[Michigan's Cluster Strategy Approach](#): In an effort to move Michigan's workforce system toward being more demand-driven, in 2012 the Workforce Development Agency implemented

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the Michigan Industry Cluster Approach which is predicated on two interrelated concepts – the need for more data and the need for better data, which is achieved through the convening of employers through the establishment and expansion of industry cluster groups.

The Michigan Industry Cluster Approach assists in the development of industry-based partnerships that promote the economic health and welfare of regional area businesses and workers through the engagement of local employers to provide direct information on jobs in-demand, skill sets required, training program requirements, and candidate assessment factors to improve successful transition from training to long-term employment. Stimulating the development of industry clusters supports the overall goal of providing Michigan Employers with a highly-skilled workforce and Michigan citizens with careers producing good wages and increased opportunities.

The Michigan Industry Cluster Approach will help to promote and develop ongoing and sustained strategic partnerships through a variety of efforts, including:

- Continual expansion and ongoing support of the statewide Michigan Industry Cluster Approach network through the provision of guidance and technical assistance to Michigan Works! Agencies and other partners engaging in industry cluster work. Most of this support typically occurs at the front end with exploration, formation, and launch of industry cluster groups; however, industry cluster work requires ongoing involvement and engagement. Therefore, Michigan Industry Cluster Approach team members serve on advisory boards for many local industry cluster groups. In addition to serving on local advisory boards, the Michigan Industry Cluster Approach team is also tasked with aligning partners and resources to support specific industry cluster projects, and assisting different stakeholder groups with developing or enhancing their workforce/talent strategies. The Michigan Industry Cluster Approach team partners with numerous statewide associations (such as the Michigan Manufacturers Association, the Printing Industries of Michigan, Michigan Infrastructure and Transportation Association) as well as other state-level efforts being driven by the Michigan Energy Office and the Michigan Economic Development Corporation Transportation, Logistics and Distribution Team.
- Creation and dissemination of tools and resources to assist with the development, implementation, and enhancement of industry cluster work. Several helpful [tools and resources](#) have been developed in consultation with our Michigan Works! Agency partners and extensively promoted through webinars, conferences workshops and articles.

From a quantitative perspective, the Michigan Industry Cluster Approach initially utilized the Cluster Readiness Index and Cluster Commitment forms to document/inventory local industry cluster groups served by the Michigan Works! Agency and other local partners. This information was compiled and presented in an industry Cluster map which showed the number of industry cluster groups across each of the ten Prosperity Regions. From a qualitative assessment of sector partnerships, the Cluster Readiness and Progress Indices serve as tools for establishing baseline measurements for determining the partner's readiness or preparedness to engage in local industry cluster work as well as a way to track the partner's progress as they work to implement their industry cluster strategies.

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The Michigan Industry Cluster Approach team tends to collaborate with the Michigan Works! Association and its Business Services User Group to conduct a series of webinars and technical assistance sessions to promote the Cluster Progress Index tool which hopefully will yield good data on the progress of the various local industry cluster groups around the state as compared to baseline measures that were established when the partners completed their initial cluster readiness index.

- Increased promotion of the Michigan Industry Cluster Approach and industry cluster groups through a variety of communication and marketing channels. Local industry cluster groups and their accomplishments are regularly showcased in the Michigan Industry Cluster Approach “Cluster Chronicle” e-newsletter and as part of panel presentations and workshops. The [Industry Cluster Map](#) and the [Prosperity Regions Talent Map](#) both provide a way to inventory and promote local industry cluster groups around the state. The Michigan Industry Cluster Approach team has also partnered with Labor Market Information and Strategic Initiatives to publish a series of cluster analysis reports and corresponding updates to identify key opportunities and challenges for each of the Workforce Development Agency’s five priority industry clusters – agriculture, energy, healthcare, information technology, and manufacturing.

[Michigan Apprenticeships, Internships, Mentoring \(MI-AIM\)](#): was launched in 2014. The Michigan Industry Cluster Team is working with the Michigan Apprenticeships, Internships, Mentoring: The Path to Work-Based Learning Career Opportunities in Michigan (MI-AIM). MI-AIM provides collaborative outreach and communications resource identification, and technical assistance to address technical skills gaps. By developing a positive and cooperative relationship with state agencies such as the Unemployment Insurance Agency, the Department of Health and Human Services, Michigan Rehabilitative Services, Department of Education, and others, we can better serve our business customers and job seekers through unduplicated, coordinated services. By establishing common practices across the Talent System, we can assure that our business customers as well as job seekers will have consistent quality of service, no matter where they enter the system. The Workforce Development Agency will work cooperatively with Talent System partners to implement common practices across regions, track performance, and measure employers’ and job seekers’ level of satisfaction to ensure consistent quality of service.

MI-AIM provides comprehensive outreach and communications strategy, resources and technical assistance with the “aim” of creating more registered apprenticeships while promoting other types of work-based learning. MI-AIM was launched in collaboration with over 70 partners including the workforce system, community colleges, universities, secondary education, business associations, and unions. Through extensive engagement with this diverse stakeholder group, the MI-AIM team used surveys and in-person working sessions to identify several key issues including the need for a comprehensive, statewide outreach/marketing campaign and assistance with identifying additional funding and resources to support apprenticeship.

MI-AIM will help to promote and develop ongoing and sustained strategic partnerships through a variety of efforts including:



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- Continual expansion of a statewide MI-AIM partner network while working to recruit a more diverse set of partners, such as Adult Education, faith-based organizations, and groups focused on serving ex-offenders/returning citizens. The state-level team hosts bi-monthly MI-AIM partners meetings to provide updates on the progress of MI-AIM, as well as to elicit input, recruit partners, and to identify challenges and opportunities.
  - Development and dissemination of tools and resources to assist in the creation of more Registered Apprenticeships and the promotion of other types of work-based learning. One of the early outcomes of the MI-AIM effort is the [Michigan Apprenticeship, Internship Mentoring \(MI AIM\) Funding and Resource Guide](#) which provides information about a variety of funding sources to support apprenticeships.

The MI-AIM partners are exploring the development of an employer tool kit which could serve as a “how-to” resource guide for employers looking to set up their own apprenticeship programs. Additionally, the MI-AIM team is exploring options to supplement the U.S. Department of Labor Registered Apprenticeship information by promoting Michigan specific partners, programs, and resources as well as providing information about work-based learning opportunities. The tool kit will indirectly help to assess sector partnerships by walking users through a stepped process which will encourage them to seek out other partners and resources to develop comprehensive solutions to their talent needs. The Workforce Development Agency will also benefit through the use of the U.S. Department of Labor employer tool kit as a basis for connecting with our partners and supporting sector partnerships, which in turn will help drive our statewide Michigan Industry Cluster Approach strategy.

[Michigan Advanced Technician Training Program \(MAT<sup>2</sup>\)](#) is an innovative and industry-defined approach to post-secondary education.

Manufacturing and technology companies are experiencing a shortage of employees with the knowledge, skills, and competencies necessary to operate and maintain new systems-based equipment and technologies. The Michigan Advanced Technician Training Program is an educational model developed in conjunction with global technology leaders that combines theory, practice, and work to train a globally competitive workforce by:

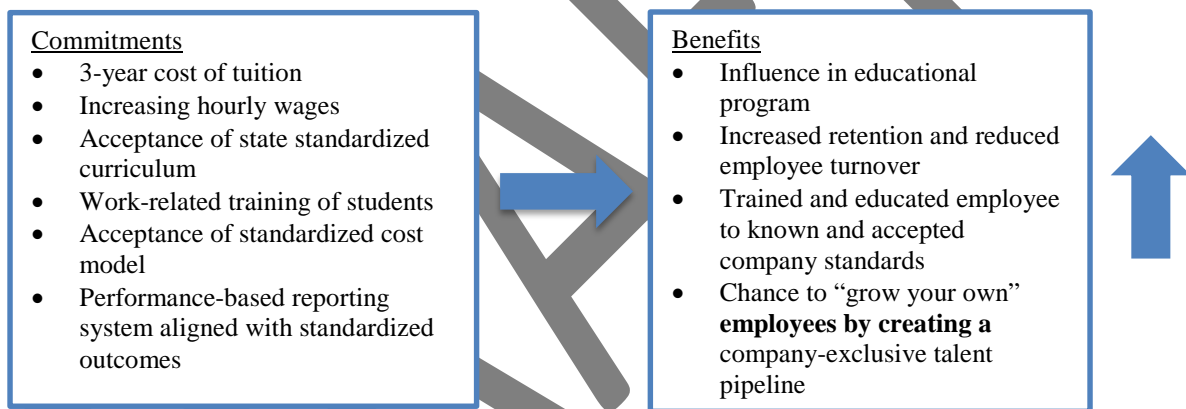
- Allowing companies to “grow their own” employees and ensure a future pipeline of qualified talent,
- Direct employer involvement in the development and execution of a hands-on, competency-based education and training program, creating highly-skilled, capable and readily employable graduates,
- Offering an economically feasible option to training, ultimately reducing recruitment, retention and training costs,
- Establishing Michigan as an education innovator and global competitor, and

- Creating a nationally accredited program, in which students receive an associate degree along with other accreditations where applicable.

Modeled after Germany's dual-education system, the Michigan Advanced Technician Training Program connects employers with graduating high school seniors who will learn and earn how to become skilled in a high-demand trade. Training programs include Mechatronics Technician, Information Technology Technician, Technical Product Design, and Computer Numeric Control Manufacturing Technician.

To date, there have been more than 90 program participants with another targeted for 2015. Eighteen employers have committed to the program with a total of 9 participating community colleges.

The State of Michigan will continue to support the Michigan Advanced Training Technician Program and its vision for change. Through collaboration with employers and academic providers, Michigan will continue to develop and implement additional Michigan Advanced Training Technician Program professions in order to meet industry needs with global standards.



Career and Technical Education Programs: All secondary career and technical education students must have a work-based learning experience. It is an integral part of the curriculum so that students learn work-behavior skills and gain first-hand knowledge of the workplace. The Michigan Department of Education works closely with the Michigan Career Placement Association and the Michigan School Counselors Association to communicate job openings. These activities support and enhance workforce development in our state.

State funding for career and technical education programs supports workforce development by prioritizing funding to the instructional programs where there are job openings, successful placement of students in those jobs, and wages that are self-sustaining.

#### Improved Access to Postsecondary and Industry Recognized Credentials:

Too few workers have the skills needed to meet the demands of employers. Despite the lowest unemployment rate in 14 years, thousands of jobs remain unfilled. Michigan's efforts are focused on a demand-driven employment strategy by reorganizing around major industries, including



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manufacturing, energy, health care, information technology, and agriculture. This demand-driven approach allows us to streamline our efforts, reduce administrative costs, and leverage our resources to promote better employment services.

Michigan is on the cutting edge in cultivating workforce development and linking businesses to a highly-skilled workforce. Our workforce development system is committed to increasing the competitive advantage of businesses and offers a variety of coordinated services and programs designed to fit the needs of employers and workers through a network of sixteen [Michigan Works! Agencies](#) with a network of 76 Michigan Works! Service Centers that support employers in finding skilled workers, retraining the current workforce, and offering training and education services.

Michigan Shifting Gears: In partnership with local Michigan Works! Agencies, Michigan Shifting Gears is a career-transition program designed to help seasoned professionals develop the skills and training to transition into small company work environments. This program includes an assessment, comprehensive classroom training, mentorship, coaching, small business simulation and internship with a startup within a three month window. By the end of this training the seasoned professional is transformed into a more adaptable professional with experiences, knowledge and skills that are desirable by small, growing and innovative companies.

With layoffs, pay cuts and increased job pressures hitting Michigan's seasoned professionals, many want to (or are forced) to start a new career. With opportunities opening up in small companies and startups, these professionals can bring their experience and knowledge and put it to good use. Michigan Shifting Gears allows us to retain some of Michigan's most talented workers and with this new experienced and inspired leadership in the small business pipeline we can build a solid foundation for job creation, and in turn, create more and better job opportunities for individuals participating in workforce programs and receiving services through our Michigan Works! System.

The Michigan New Jobs Training Program, (MNJTP) created in State law in 2008, allows the state's 28 community colleges to provide free training for employers that are creating new jobs and/or expanding operations in Michigan. Community colleges enter into agreements to provide education and training to workers in order to create new jobs as defined and to establish a funding mechanism to pay for the education and training. The training for newly-hired workers is paid by capturing the state income tax associated with the new employees' wages. Individual community colleges work directly with employers and local economic development to support job creation. Benefits of the program include:

- Employers have "skin in the game," namely, they have to hire employees and create new jobs first before getting the benefits of free training,
- The program eliminates the skills gap; the training delivered to the new employees is exactly what employers require. Most of the training funded by the program is contract-based and company specific.

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- Allows flexibility for the type of training that is allowable, from basic skills acquisition to high-tech skill development, to entire programs of study,
  - Individual community colleges work directly with employers and local economic development to support job creation.

Currently, eighteen community colleges have signed Michigan New Jobs Training Program agreements and over 90 employers have been served by the program. It is estimated that the net economic impact on the state was over \$76 million of additional earnings and 2,266 additional jobs in 2012 alone and will increase to \$143 million of additional earnings and 4,768 additional jobs annually.

[Michigan Skilled Trades Training Fund](#) provides competitive awards with state General Fund/General Purpose funds for employer responsive training that enhances talent, productivity, and employment retention, while increasing the quality and competitiveness of Michigan's businesses. The Skilled Trades Training Fund ensures Michigan's employers have access to the talent they need to compete and grow, and individuals have the skills they need for in-demand jobs. Collaboration between Michigan Works! Agencies, economic development, and educational partners is essential to achieve demand-driven training that addresses the talent shortages hampering the growth of Michigan's priority industries. As of December 2014, 248 companies are benefitting from the Skilled Trades Training Fund.

[Community College Skilled Trades Equipment Program](#) makes \$50 million in state General Fund/General Purpose funding available to community colleges to upgrade their facilities with new machinery and technologies to ensure Michigan Community Colleges can deliver educational programs in high-wage, high-skill, and high-demand occupations. Awards are made through a competitive process, and require a cash match of 25 percent from the community college.

[Career Jump Start Program](#) was launched in 2013 in response to a need for additional resources to promote and better connect young people to in-demand education and career opportunities. Since the initiative's inception, career liaisons have been responsible for connecting high school students, parents, and educators with information about high-demand careers and training programs with a focus on building awareness of shorter-term credentials, associate's degrees, and apprenticeships where there is documented employer demand. This past year, special emphasis was placed on promoting the Michigan Advanced Technician Training Program. Career liaisons, located in each of the ten prosperity regions, continue working with local school districts and career technical educators to:

- Establish a connection to community resources in order to create a talent pipeline,
- Disseminate initiative information,
- Coordinate outreach events,
- Assist Michigan Works! Agencies with meeting or exceeding their required WIOA credential attainment performance measures,

- Utilize Pure Michigan Talent Connect and Michigan Training Connect as a primary source of in-demand career and education information when developing and implementing regional marketing and outreach strategies,
- Expand Talent Tours, including assistance to the partners to meet or exceed their requirements to facilitate at least two Talent Tours per year, as well as assisting with the identification of additional partners,
- Identify employers seeking to establish or expand youth work experience opportunities,
- Leveraging expanded partner networks to build awareness of Career and Technical Education and/or Early/Middle Colleges with a focus on increasing the number of industry partners providing work-based learning opportunities,
- Collaborating with Adult Education programs located within the region, and
- In regions where Michigan Advanced Training Technician programs exist, disseminate information to students, parents, and educators and assist the partners with meeting or exceeding all required metrics and deliverables.

Key partnerships with other state agencies such as the Department of Community Health, the Department of Education, and the Workforce Development Agency have been established to address focus areas such as improving school attendance, removing barriers that prevent access to health care, promoting Adult Education, and removing barriers to employment. The model uses a networking approach to help individuals find solutions to the barriers they face. The Department of Health and Human Services partners with schools, bringing a network of businesses, faith-based organizations and community partners to the table to strategize about how to best help students and families. These partnerships ultimately build and strengthen the community as a whole.

### **Talent Recruitment & Attraction**

Economic growth is dependent on welcoming the best and brightest talent to our state. Sometimes that means welcoming home former Michiganders and other times that means welcoming new global talent to our state and embracing their ideas and innovation - ideas and innovations that provide the basis for the creation of more and better jobs for Michigan, a key action of the Governor to reinvent Michigan. The following initiatives will help reinvent our state and create more and better jobs.

**MIplace:** Vibrant, successful regions promote economic activity that will help build a better Michigan. MIplace, supported by non-federal funds, is a statewide initiative with the purpose of keeping Michigan at the forefront of a national movement known as place making. Vibrant, successful regions promote economic activity and serve as talent magnets that help build a better Michigan. This means being attractive to new talented workers, which are well-educated, creative, and entrepreneurial workers. In a period of transition from an older industrial, manufacturing-based economy to a more diversified one which embraces entrepreneurship and innovation.

**Global Talent Retention Initiative of Michigan:** As the reinvention of Michigan moves forward, there is a shortage of workers in many key areas, including information technology and engineering. The Global Talent Retention Initiative's mission is to connect Michigan businesses

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to the top international talent currently studying at our universities for consideration for internships and post-graduation employment. Currently, more than 50 percent of the doctoral students and as many as 40 percent of the students studying to obtain master's degrees in the fields of science, technology, engineering, and math are international students. Statistics show that 40 percent of Fortune 500 companies were started by immigrants or children of immigrants and those companies employ 10 million people around the globe. Studies show that for every 100 foreign-born workers added in science technology engineering and math fields, another 262 new jobs were created for native U.S. workers. International students coming into our state to get a world-class education can provide talent we need to grow. The Global Talent Retention Initiative of Michigan is supported by non-federal funds.

Michigan Office for New Americans – Immigration “River” Pilot: Governor Rick Snyder established the Michigan Office for New Americans in 2014 to help propel the state's comeback by attracting and retaining immigrants, promoting the skills, energy and entrepreneurial spirit of our immigrant communities. The Office helps coordinate state agency services to immigrants and partnerships with non-profit groups, economic development organizations, universities, and private sector in the areas of licensing, workforce training, education, housing, healthcare and quality of life.

The Michigan Office for New Americans is collaborating with other state departments and agencies to develop a comprehensive one-stop strategy for outreach to our immigrant community partners. The piloted partner provides space and support in a community center and state departments provide on-site staff that provides assistance and direction to skilled immigrants seeking licensing or credentialing, assistance with housing vouchers, information and determination of eligibility for public assistance programs, and access and referral to Michigan Works! Agencies for career services and training.

Rising Tides: Rising Tides is a new effort to make sure Michigan's economically distressed communities are able to participate in Michigan's growth by bringing together partnering agencies to maximize their economic potential. The plan calls for state officials to mentor at-risk communities that need special attention.

One community in each of Michigan's ten prosperity regions was selected to participate, based on economic factors such as unemployment rates, poverty levels, and labor statistics. The program emphasizes a team approach of guidance and is a collaborative effort, including the Michigan Department of Talent and Economic Development (the sponsor) and the Michigan State Housing Authority incorporating community development, and the Talent Investment Agency to promote job training and placement. The comprehensive approach will look at strengthening existing businesses, attracting new ones, and equipping residents with the education and resources for job placement.

### **Talent Connections**

Pure Michigan Talent Connect ([www.mitalent.org](http://www.mitalent.org)) – MiTalent.org is the State of Michigan's official labor exchange system, and is designed to be a one-stop website for job seekers, employers, and career explorers. Featuring an improved labor exchange system to support

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Michigan's employers and job seekers, Talent Connect is intended to streamline Michigan's online services and resources, and create a virtual One-Stop for both job seekers and employers.

Talent Connect brings together educators, employers and talent. Talent Connect features information and tools that job creators and job seekers need to make educated decisions concerning hiring, career choices, and other talent-related efforts. Talent Connect provides strategic tools for employers to help them identify and develop their talent base and gives job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions. MiTalent.org saw over 3 million employers, job seeker, and workforce professional visitors during 2014. With a focus on retaining and attracting talent, MiTalent.org helps employers attract, connect with, and hire the best employees.

In the past, job seekers and job creators had to access multiple Web sites that were duplicative, incomplete, and difficult to navigate. Talent Connect brings these disparate Web-sites and tools together into one centralized hub that connects educators, employers and talent. Strategic skills development, retraining tools, cutting edge labor market data and trends, networking, and employment matching opportunities are pulled together into one easy to use location.

Talent Connect includes the following tools:

- *Career Matchmaker* – Allows users to search for a job that fits their individual abilities. The tool determines how experience and background fit with the industries that are hiring today, as well as helps find the training needed to qualify for a given job.
- *Career Investment Calculator* – Evaluates the monetary value of a particular education/training program and provides the net present value of future wages in that area less education expenses, allowing for comparisons.
- *ELearning Soft Skills Program* – Provides a universally accessible soft skills training resource for the Michigan workforce for basic and foundational skills for the workplace.

These tools help job seekers make more informed and thoughtful decisions when choosing a career path and guide them where the job opportunities are available in today's competitive job market.

Talent Connect creates a one stop resource for career planning, employment connections, business growth, and economic development. Students can engage career exploration tools and conduct skills assessments to evaluate possible careers. Job seekers can find thousands of job postings, available training programs, and advice on how to search for and obtain employment. Employers can connect to the talent they need and be able to access up-to-date labor market and regional data, and are able to predict future talent needs and post those projected talent needs, so educators and others in the workforce system can respond accordingly. Entrepreneurs are able to access economic and labor information, and be connected to advisors, mentors, and consultants to help their businesses succeed. Veterans have easy job search access and employers will be provided with a military skills translator that translates military skills into a civilian environment. Older



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workers and social entrepreneurs have access to job and volunteer opportunities to give back to their communities.

**Talent Connect Driving Strategy:** In addition to more effectively matching employment supply to demand, Talent Connect will be utilized in an overall strategic plan to better coordinate economic and talent development. Students, parents, and educators in the K-12 system will be encouraged to utilize Talent Connect in order to promote more thoughtful career and curriculum choices. Education and training that is more in line with market demands will create a stronger talent pipeline that can fill the jobs of the future and promote the innovative and entrepreneurial creativity necessary to grow Michigan's economy.

There are a number of "career catalyst" initiatives that will assist job seekers in their efforts. These tools include educational webinars and information on topics, such as coping with unemployment, networking, resume writing, and interviewing. Additional connection tools will include e-mails with job leads, employer profiles, job fair announcements, tips for job seekers, social media outreach, "hot" employers, featured jobs, and industry talent map information. In addition, job seekers are able to identify key skills, allowing employers to quickly and accurately search for candidates that meet requirements and allow data, as appropriate, on the available workforce to be collected.

### **Talent-Based Job Creation & Entrepreneurship**

[Community Ventures](#) promotes employment and social enterprise. The WIOA funding is leveraged with non-federal state funds in the development and implementation of Community Ventures/Social Entrepreneurship. Community Ventures is an innovative economic development initiative that promotes employment and social enterprise in the state's most economically distressed urban areas. The program, formerly under the Michigan Economic Development Corporation, is now being managed by the Workforce Development Agency. This initiative helps structurally unemployed individuals pursue career opportunities at Michigan companies in Detroit, Flint, Saginaw, and Pontiac.

The initiative was announced in 2012 to address crime and poverty in Michigan's most economically distressed communities. Launched in 2013, the Community Ventures Initiative is state-funded annually. Its mission is to alleviate poverty and promote safe and vibrant communities. The goal is to place "structurally unemployed" residents of those communities into full-time, long-term employment each year. Since its inception, the Community Ventures initiative has connected over 3,000 structurally unemployed persons to employment with over 100 companies, with a retention rate of nearly 70 percent. Plans are being considered to further expand the program into other areas of Michigan during Program Year 2015.

Partnerships with employers are critical to the success of Community Ventures. Community Ventures is a resource for local communities and businesses seeking to establish worksites that will provide assistance and employment to Michigan's low-skilled population. The Workforce Development Agency is partnering with local Michigan Works! Agencies, the Department of Health and Human Services, and other partners to ensure successful implementation. This initiative will meet a number of critical needs:

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- Provide real jobs for people with very few employment options,
  - Address key barriers to employment,
  - Provide a venue for additional services to prepare people for success – such as mentoring, literacy support and financial literacy assistance,
  - Help people improve professionally and develop an employment history, and
  - Provide safer communities.

Community Ventures achieves its goals through:

- Employer grants, usually in the form of wage reimbursements for employers to cover in-house training and costs related to hiring participants,
- Wrap-around services to assist with job retention and removal of barriers to employment (e.g., job coaching, transportation, etc.),
- Career pathways including employer-tailored support for participants (e.g., literacy support, General Educational Development certification, training, etc.),
- Business supports, including management training and business peer-to-peer mentoring support to improve employee retention, engagement and productivity, and
- Partnership building by helping companies form Employer Resource Networks (ERNs) which help participating companies share best practices and leverage additional public and private resources.

Through a variety of innovative models, job creators will be able to provide real jobs to Michigan's structurally unemployed population.

Community Ventures will support entrepreneurs that want to bring low skilled jobs to residents of poverty stricken neighborhoods. Michigan currently has a number of programs to support high technology businesses that employ advanced degree knowledge workers, and now will provide similar support to entrepreneurs that want to get people out of poverty. This model will use state-level support to leverage additional public and private sector resources.

Tools that are available include:

- Funding through micro-loans and grants through public/private sources,
- Entrepreneurial incubator mentoring/educational programs,
- Business development,
- Business services,
- Site location assistance, and
- Workforce connections.

A mentoring and support program for entrepreneurs is included and we will ask social entrepreneurs to participate, thus creating an incubator for entrepreneurship and opportunities for entrepreneurial college students. Local residents would have the opportunity to present business ideas and be partnered with business school expertise for mentoring and support.



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In order to ensure the success of structurally unemployed talent, we will address barriers to employment. These barriers prevent the structurally unemployed from rising out of poverty through employment and building real world job experience. Community Ventures will engage businesses, organizations, entrepreneurs, foundations, and others to create partnerships that will address these barriers head on and adopt innovative solutions to help people overcome barriers and become productive employees.

Since its inception, the initiative has recruited over 130 businesses who have hired over 3,000 structurally unemployed persons from our target cities. The average 12-month retention rate for placements is almost 70 percent with a wage over \$11/per hour.

In addition to the aforementioned programs and initiatives, the state will coordinate discretionary and formula funding and leverage outside funding by supporting the following program, which aligns with the Governor's key actions to reinvent Michigan:

### **Workforce System Reforms – Innovation & Efficiency**

When it comes to workforce programs, our customers are the employers and workforce partners who provide jobs to the thousands of job seekers across the state of Michigan. We will implement the following innovative audit and communication systems to better review, understand, communicate, and serve all of our customers:

Talent Connections: The workforce system is made up of a variety of diverse entities and partners that span federal, state, and local government and also includes a wide variety of private employers and non-profits. In an effort to improve communication and coordination between partners, we have implemented the Talent Connect. The Talent Connect is a state-wide communication network designed to identify problems and improve communications between "talent partners." "Talent partners" include employers, Michigan Works! Agencies, local economic development agencies, etc. – basically anyone working with a focus on talent.

Coordination with Economic Development Strategies and Activities: To facilitate the match between job seekers and employers, Business Service Teams will be utilized at the one-stops. Business Services Teams work closely with companies in high-growth/high-demand industries. The Michigan Industry Cluster Approach and the Michigan Economic Development Corporation collaborate with the Michigan Works! Agencies Business Services Teams to provide information and support for employers growing within or moving into the local area. The partnerships between the one-stops, the Michigan Industry Cluster Approach, and the Michigan Economic Development Corporation will establish a relationship with employers in order to obtain skilled workers through Michigan's labor exchange system.

Governor's Talent Investment Board and Local Workforce Development Boards: Michigan continues its focused efforts to become a national leader in developing a talented workforce. Governor Snyder signed [Executive Order 2015-11](#) to locate the Board within the Talent Investment Agency. We will continue to facilitate closer working relationships with the Governor's Talent Investment Board and local Workforce Development Boards and assist boards in becoming more effective, through communications, training, regional partnership building, and

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selection of appropriate board members. Our strategy moving forward includes a three-pronged effort. First, we will provide an orientation effort which includes welcoming new members with contact information and an orientation guide to help them understand responsibilities and mission. Second, we will work more closely with both the Governor's Talent Investment Board and local boards to connect with them directly through information sharing, visiting board meetings, and working together on state/regional projects and building state and regional partnerships. Third, we will review and collect feedback from the Governor's Talent Investment Board and local boards and provide training and technical assistance to boards, as needed.

### **Workforce Development Agency Reforms:**

The Michigan Workforce Development Agency has gone through a reorganization to provide more effective and efficient services to job seekers, employers, and others who partner and participate with the workforce investment system. The newly created Talent Investment Agency (TIA) joins the efforts of the Workforce Development Agency and the Unemployment Insurance Agency to integrate new workers into the economy and help those workers that have been in or out of the workforce transition into new jobs.

The Talent Investment Agency will spearhead Governor Snyder's talent enhancement initiative, which is critical to Michigan's economic prosperity. We will be the state's leader in evaluating and implementing services and programs related to talent, such as job preparedness, career-based education skilled trades training, incumbent worker training, employment assistance, science technology engineering and math training programs and programs designed to help the unemployed. By putting all talent investment efforts under a single department, Michigan can leverage its ability to build talent that possesses in-demand skills while helping our state's businesses grow.

The Workforce Development Agency continues to include a focus on our clients through the formation of industry clusters. Through these industry clusters we connect more closely and effectively with industries. Our team is organized around our major business segments, including Manufacturing, Energy, Healthcare, Information Technology, and Agriculture, to collaborate with industry partners, college and university systems, and our public school system. This unique approach provides current working adults, as well as our children who will be entering the workforce, the training and education opportunities to match skill development with job opportunities.

**Regional Approach:** In the past, the workforce system has not been uniformly aligned with all of the economic developers within their particular areas and there has not been consistent measures of success across regions. In order to maximize workforce resources and create a nimble and responsive system, it is critical that the regional workforce system be aligned with economic development and community partners. This alignment between workforce services, economic development, and community partners can be achieved through both coordinated regional planning and regional industry alliances. Tying this effort together will be regional metrics – measures of success - that share commonality between workforce and economic efforts, and are also comparable across different regions.

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Federal Program Flexibility: We will work with the U.S. Department of Labor to provide more innovative use of federal workforce program funding and initiatives. We need to have the flexibility to make systemic changes that will make our workforce system grow through innovation and efficiencies. We need to develop a workforce system that supports our efforts to develop collaboration among workforce agencies, employers, economic developers, postsecondary providers, and other partners with shared interests.

### **Additional State Strategies and Collaborations – Linkages Between Programs:**

Programs for Corrections Education and Other Institutionalized Individuals: Preparing prisoners for reentry into society, addressing the root causes of criminal behavior, and improving the juvenile justice system are all part of creating a safer Michigan. Governor Snyder has called for reforms to identify the skills that are needed for the available jobs and to create the capacity to train prisoners for employment. That includes collaborative efforts between the Talent Investment Agency and the Department of Corrections to identify in-demand skills, improve the quality of prisoner training with hands-on skilled trades training, and preparing inmates for life outside of prison by teaching what it means to earn a wage, keep a job, pay bills, find housing, and following the law.

The Workforce Development Agency has inter-agency agreements with the Michigan Department of Health and Human Services and the Michigan Department of Corrections to provide Adult Education services to state correctional and juvenile facilities. The Workforce Development Agency provides Adult Education funds for educational services and job training for out-of-school youth and youth offenders.

Serving Adults with Special Needs: Through English-as-a-Second Language programs, educational opportunities and job training are expanded for migrant and family workers. Additionally, Adult Education funds are used to reach out to persons with special needs, such as low-income students, single parents, and displaced homemakers, those with disabilities, and individuals with multiple barriers to educational enhancement, including those with limited English proficiency.

Career Pathways: The Office of Adult Education is participating in the Career Pathways initiative sponsored by the U.S. Department of Education - *Moving Pathways Forward: Supporting Career Pathways Integration* with the goal to implement a quality, comprehensive career pathways systems, by convening a multi-agency team and engaging business and industry leaders. Our priority in Michigan is to support and advance career pathway programs. Creating one system in Michigan means:

- Aligning policies and removing unintentional barriers where possible;
- Having a shared vision and common messaging; and
- Providing professional development and training on career pathways to have unified and consistent messaging.

A steering committee of state-level agencies, organizations, and employers/industries has been established to provide leadership, supportive and aligned policies, and resources for state and

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regional demand-driven career pathway systems that promote the quality, scale, and sustainability of career pathways. Fostering and growing true collaboration at all levels – state, regional, and local – is critical to the success of the career pathway approach.

Serving Youth in Need: In order to meet the Governor’s key action of keeping our youth – our future – here, services must be dedicated to the youth population. Because the need is great and WIOA funding is limited, it is necessary for our system to leverage resources and services from other organizations. The Workforce Development Agency, in conjunction with the Michigan Works! Agencies, provides linkages between workforce development, education, juvenile justice and social service agencies, as well as coordinating with local employers to provide “at-risk” youth entry-level jobs, internships, mentoring, on-the-job training, and work experience in high-demand occupations.

Services provided by the Michigan Works! Agencies’ One-Stop system include intensive case management, mentoring, advocacy, referrals to shelter and housing, health care, supportive services, childcare, transportation, job training and education. At-risk youth’s employment and life barriers are identified and addressed in Individual Service Strategies, which lay out plans for overcoming identified barriers. The Individual Service Strategies also set participation benchmarks and goals designed to lead to self-sufficiency, including continuing education and employment.

Furthermore, the following strategies help promote collaboration and service to those youth most in need:

Jobs for Michigan’s Graduates: The statewide Jobs for Michigan’s Graduates program helps Michigan’s young people who are at risk of dropping out of high school, or who have already dropped out, graduate and make successful transitions to postsecondary education or meaningful employment. Students enrolled in the program are youth who have barriers to success, including deficiencies in basic skills, transportation, income, and economic status. Many are from families with low educational attainment levels. In the 2013 – 2014 school year, the program served 407 students across Michigan.

Pathways to Potential: Pathways to Potential, created in 2012, brings services directly to families. It is a customer-centered service delivery model that transforms the way the Michigan Department of Health and Human Services conducts its business and interacts with clients in the communities it serves. More than 200 centers are staffed by nearly 280 Michigan Department of Health and Human Services representatives that provide Family Independence Program families with help through education, employment, food, and daycare. The initiative also includes the expectation of a part-time Michigan Works! Agency presence at these sites.

Michigan After-School Partnership: The Michigan After-School Partnership links stakeholders in Michigan interested in improving outcomes for children and youth through school-based/school-linked, enrichment after-school programs. The Michigan After-School Partnership is housed at the Michigan Association of United Ways and is co-chaired with Michigan’s Department of Education, Health and Human Services, and Workforce Development Agency. The following comprehensive long-term goals were established by the Michigan After-School Partnership:

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- Create a sustainable structure of statewide, regional and local partnerships, focused on supportive policy development at all levels;
  - Support the development and growth of statewide policies that will secure the resources needed to sustain new and existing after-school programs; and
  - Support statewide systems to ensure quality of programs.

Summer Youth Employment Program for Foster Youth: The Michigan Department of Health and Human Services Chafee-funded Summer Youth Employment Program provides meaningful summer employment opportunities for youth in foster care. The program may include any combination of allowable WIOA youth services that occur during the summer period, as long as it includes a work experience component. Eligibility for the program is restricted to Chafee-eligible foster youth, ages 14 and older, without a goal of reunification, or likely to remain in care until age 18 or older. The Summer Youth Employment Program participants are provided work experience and employment development for a minimum of six weeks, at least 20 hours per week at no less than minimum wage.

YouthBuild Programs: Eight YouthBuild programs are in operation in Michigan, predominantly in urban areas. Michigan Works! Agencies are the sponsoring organization for one of the programs (Benton Harbor), and partnering agencies with others. The partnership allows additional opportunities for out-of-school youth to combat poverty, homelessness, and illiteracy. The program provides a means for job training by gaining leadership and other skills needed to become gainfully employed, while overcoming negative habits and attitudes. In addition to Benton Harbor, two programs are located in both Grand Rapids and Detroit, and the three remaining programs are located in Jackson, Flint, and Saginaw.

Partnership. Accountability. Training. Hope. (PATH): With the passage of federal Welfare to Work legislation in 1996, cash assistance evolved from an entitlement to a safety network program designed to provide families with temporary financial assistance while they secure employment. However, many families seeking cash assistance through the Michigan Family Independence Program face significant barriers in securing and retaining employment. From childcare to transportation and literacy, caseworkers cite a long list of barriers that can keep families from achieving self-sufficiency.

On January 1, 2013, the Michigan Department of Health and Human Services, the Workforce Development Agency, and Michigan Works! Agencies began the implementation of Partnership. Accountability. Training. Hope. (PATH). PATH is a robust, results-oriented work participation program designed to identify barriers and help clients connect to the resources they need to obtain employment, and is administered by the Workforce Development Agency through Michigan Works! One-Stop Service Centers. Funds are awarded by formula to each of the Michigan Works! Agencies. The PATH allocation is based on the relative number of Application Eligibility Period attendees and PATH participants in the local area, compared to the total number of Application Eligibility Period attendees and PATH participants statewide within the recent 12 month period. Michigan Works! Agencies may also enter into agreements with their local



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Michigan Department of Health and Human Services offices for the purpose of providing additional Temporary Assistance for Needy Families funding for employment-related support services. The funds are transferred to the Workforce Development Agency via an Interagency Agreement for allocations to the Michigan Works! Agencies. The additional Temporary Assistance for Needy Families funds provided by the local Department of Health and Human Services offices may be used to increase the availability of current Michigan Works! Agency funds for other PATH services or activities.

The program features a 21-day assessment period during which barriers to employment are identified and caseworkers work individually with clients to connect them with resources to address these barriers.

The coursework offered during the 21-day assessment period is critical in helping clients find employment, particularly those who have been unemployed for quite some time or have difficulties with sustaining employment. The extended assessment period helps connect clients to resources ranging from professional clothing to transportation. Additionally, the PATH curriculum prepares clients for both the pursuit of a job and the skills necessary to keep a job. Resume writing and job search skills are included in this curriculum, as well as instruction on acceptable workplace behavior and employer expectations.

Individual participants who are eligible, may also be referred to education and training activities funded through the WIOA to maximize the effectiveness of resources.

Food Assistance Employment and Training Program: Able bodied adults without dependents have the opportunity to voluntarily participate in the Self-Initiated Community Services Program administered by local Michigan Department of Health and Human Services offices or to voluntarily participate in the employment and training program administered by Michigan Works! Agencies. Intensive case management services designed to support able bodied adults without dependents' efforts toward employability may be provided, as appropriate, throughout the duration of their participation in employment and training activities. Supportive services are available to all participants.

Participants may choose the option of finding a job on their own and working a minimum of 20 hours per week, participating in the self-initiated community services program, or referral to a Michigan Works! Agency. For clients referred to a Michigan Works! Agency, an Individual Services Strategy is completed.

Individual participants, who are eligible, may also be referred to education and training activities funded through the WIOA to maximize the effectiveness of resources.

Funds for the program are awarded by formula to each of the Michigan Works! Agencies, and allocations are based on the total number of food assistance households during a recent twelve-month period.

The Michigan Works! Agency is responsible for monitoring contractors for compliance with the program policies. The Workforce Development Agency also monitors the local workforce

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development boards and contractors for compliance. Each Michigan Works! Agency is required to report participant data via the state's One-Stop Management Information System.

**Detroit Supplemental Nutrition Assistance Program Employment and Training Initiative:** The initiative strengthens the relationship between the State of Michigan's Food Assistance Employment and Training program and the WIOA system to help Detroit residents find and retain unsubsidized employment. The nearly \$1 million federally-funded initiative that began during April 2015, targets 200 Able Bodied Adults without Dependents between the ages of 18 and 49 who are receiving Food Assistance benefits and are participating in the Food Assistance Employment and Training program in Detroit. The initiative is administered by the Detroit Employment Solutions Corporation, a Michigan Works! Agency.

Under the initiative, Michigan is allowed to provide supported employment activities such as subsidized employment and on-the-job training to encourage employers to hire participants. In addition to traditional employment and training activities, there is an emphasis on vocational training and supportive services to ensure a seamless transition from public assistance to employment.

**Refugee Services:** The Michigan Department of Health and Human Services Office of Refugee Services has provided additional employment support services to refugees that receive Temporary Assistance for Needy Families cash assistance through the Family Independence Program. Seven counties in Michigan have been identified by the Office of Refugee Services as serving the majority of refugees. Michigan Works! Agencies may refer refugees who are receiving Family Independence Program assistance to Office of Refugee Service contractors for employment support services.

**SHARE Network – Michigan:** SHARE Network – Michigan is a unique initiative which partners the state's workforce development system with faith-based organizations. It features an online resource directory and many SHARE access points in faith-based and community organizations where job seekers and others can access State of Michigan online job search tools such as Pure Michigan Talent Connect and get referrals to other service providers.

**Michigan Industry Cluster Approach:** Since the Michigan Industry Cluster Approach is predicated on access to more and better data by convening employers through the establishment and expansion of local industry cluster groups, students and job seekers benefit from data driven decisions about in-demand training and careers by having better access to "real time," qualitative labor market information coming from the employers.

The Michigan Industry Cluster Approach helps those individuals most in need and/or who have significant barriers to employment, to successfully connect with education and training opportunities that lead to employment through a variety of efforts including:

- Collaboration with other state agencies, such as the Michigan Departments of Agriculture and Rural Development, Health and Human Services, Education, Corrections, Transportation, and the Veterans Affairs Agency, to align with their respective talent development strategies/initiatives while exploring opportunities for better integration with



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the Workforce system. For example, the Michigan Industry Cluster Approach team has been able to promote the Michigan Department of Corrections revamped vocational training program to Michigan Works! Agencies who have industry cluster groups open to hiring returning citizens/ex-offenders.

- Collaboration with other Workforce Development Agency programs administered through the Education and Career Success and Veterans' Services Division to jointly develop strategies which will produce more opportunities, better awareness, and increased access for the specific populations they serve. For example, the Michigan Industry Cluster Approach team partners with the Education and Career Success Division to obtain information about Adult Education programs for the Prosperity Regions Talent Map for education and workforce partners who may be assisting individuals in needs of these program and services. The Michigan Industry Cluster Approach Team also partners with Veterans Services to address industry needs for talent and by designing specific recruitment strategies for veterans.
- The Michigan Industry Cluster Approach team is collaborating with the Michigan Works! Association and their Business Services User Group to plan for the promotion and release of the Michigan Industry Cluster Approach Education and Training Activities Plan Template. The template allows users to approach their overall training needs through a systematic and holistic process that is inclusive of all key partners and resources. The result is more data being collected and shared among partners, enabling employers to more accurately forecast their hiring and training needs, effectively communicate this demand to local training providers so they can ramp up needed training programs. This puts Michigan Works! Agencies in a better position to direct students and job seekers to in-demand education and career opportunities. By promoting this tool as an easy-to-use, standardized tool that can enhance their local industry cluster work, more local partners and the employers they serve will begin to adopt and utilize the template.
- The Michigan Industry Cluster Approach team is also working with the Michigan Energy Workforce Development Consortium. Through a technical assistance grant from the U.S. Chamber of Commerce, the Michigan Industry Cluster Approach team is assisting with the development of a Michigan energy career pathway based on common employer practices and include clearly defined technician training, credentialing, and hiring requirements. Upon implementation, the pathway will result in time and resource savings for employer stakeholders through improved efficiencies in the recruiting process and access to a larger pool of talent that has agreed-upon credentialing.

Registered Apprenticeships - are made available in Michigan with assistance from the U.S. Department of Labor-Apprenticeship Office. The U.S. Department of Labor-Apprenticeship Office is actively engaged in helping the state develop strategies to expand Registered Apprenticeships. The state "Team" consists of a broad mixture of representatives linked to private sector organizations, community action agencies, unions, postsecondary institutions, local service delivery areas, U.S. Department of Labor-Apprenticeship Office, and state agencies (Department of Education and the Workforce Development Agency). Additionally, partners are

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invited to participate in this coordinated effort to get an array of perspectives of how to promote greater utilization and integration of apprenticeships within the State of Michigan.

Michigan Apprenticeship, Internship, Mentoring (MI-AIM): Michigan Apprenticeship, Internship, Mentoring consists of a diverse set of partners, each of which contributes their own unique expertise and perspective to the broader effort. This cross-functional approach allows partners to build off each other's strengths. By a commitment to work together, the efforts of the individual partners will be enhanced, thereby improving the overall system yielding better results for the individuals they serve.

The Detroit Registered Apprenticeship Program (DRAP) serves as one example of a best practice that has the potential to be more broadly shared and replicated across the MI-AIM (Michigan Apprenticeship, Internship, Mentoring) partner network. The Detroit Registered Apprenticeship Program provides a blueprint for how pre-apprenticeship programs can be used to create an on-ramp to help prepare low-skilled workers with the basic soft skills which are needed to enter into a registered apprenticeship program. The local Michigan Works! Agency, Detroit Employment Solutions Corporation, has identified creative ways to leverage its workforce employment and training funds for Individual Training Accounts, providing opportunities for some of their hardest-to-serve customers to enroll into classroom training as part of a pre-apprenticeship that puts them on a direct path to the apprenticeships which will be created as a result of several major construction projects that are ramping up in the City of Detroit.

Similarly, successful employability training programs, like Ready Now (organized by ACSET Michigan Works! Agency, the Grand Rapids Chamber of Commerce, and the Right Place Inc. – the local economic developer) and a 10 day Path to Apprenticeship (being developed by the Central Area Michigan Works! Consortium and Montcalm Community College) equips prospective apprenticeship applicants with the basic work readiness which could help them secure employment. For many of the hardest-to-serve customers, these work readiness programs are a necessity to compete for even the most basic of jobs.

Trade Adjustment Assistance: The Workforce Development Agency has an integrated strategy to align services between the WIOA Rapid Response, the WIOA Dislocated Worker, and the Trade Adjustment Assistance programs. To increase alignment among the programs, the Trade Adjustment Assistance Section within the Workforce Development Agency was relocated to the Office of Talent Policy and Planning (with the Rapid Response and Dislocated Worker programs). This adjustment will increase collaboration among the three programs.

The state's vision for the Trade Adjustment Assistance includes continuing to move the administration of the Trade Adjustment Assistance to a demand-driven system. This will be accomplished by:

- Participating in statewide Michigan Works! Business Services meetings to inform Business Services Representatives and companies about the Trade Adjustment Assistance program. This not only informs companies who may be closing or laying off workers of the benefits of the Trade Adjustment Assistance program, but also informs companies of

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the Employer-Based Training opportunities available by hiring Trade Adjustment Assistance-certified workers.

- Coordinating with local and State Economic Development partners to inform companies of the employer-based training opportunities available by hiring Trade Adjustment Assistance-certified workers.
- Coordination with the state efforts to increase apprenticeships in Michigan by including the Trade Adjustment Assistance as an available funding source for workers that qualify.
- Continuing to promote the alignment of the Trade Adjustment Assistance with Business Services to increase employment opportunities for the Trade Adjustment Assistance-certified workers (with strong encouragement for employer-based training).

Wagner-Peyser: Michigan is creating and implementing new policy directives for our Wagner-Peyser program in order to meet the demands of job seekers and employers. In addition, we are creating new and stronger partnerships in order to improve service delivery, to avoid duplication of services and to enhance service coordination, including co-locating agencies within the one-stop centers. New directives include:

- Wagner-Peyser services will be aligned with Adult and Dislocated Worker services to refer job seekers for training support services and a more intensive level of service which Wagner-Peyser dollars do not fund. Adult and Dislocated Worker providers have established relationships with local community colleges and universities to provide training in high-demand occupations.
- Provide the Unemployment Insurance Agency Work Test for claimants to ensure they are able to work, seeking work, and have not refused suitable work. This is completed when the claimant registers for work at a Michigan Works! Agency by entering their profile on the Pure Michigan Talent Connect – Michigan's labor exchange system;
- Provide re-employment services to profiled claimants selected by the Unemployment Insurance Agency. Profiled claimants are those claimants who will most likely exhaust their unemployment benefits before finding employment. Re-employment services provide a more guided approach to accessing employment and training services offered by the Michigan Works! Agencies to assist the claimant in returning to work quickly. The services offered include employability workshops, creating an Individual Service Strategy to guide the customer through their job search, and providing labor market information.
- Partnering with the Unemployment Insurance Agency to deliver the Re-employability Eligibility Assessment (REA) pilot program. This program provides one-on-one service to claimants who will more than likely exhaust their unemployment benefits prior to obtaining employment. This is similar to the re-employment profiling component mentioned above; however, claimants are to receive up to three Re-employability Eligibility Assessments if employment has not been acquired. These Re-employment

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Eligibility Assessments consist of re-employment services that are more intense and include follow up case management services.

- Assisting highly-skilled talent in finding demand-driven careers by providing employability workshops to enhance the quality of job seekers' career searches, and provide the connection to employers through job fairs, employer of the day events, and industry fairs

### **Adult Education and Family Literacy Act Programs**

Michigan is making bold policy changes to help workers reach better jobs quickly and efficiently by learning new skills. Workers need good paying jobs and companies need skilled workers, so the state is taking action to ensure that everyone has the opportunity to gain credentials sought by employers. Building on participation in national initiatives such as *Shifting Gears* and *Moving Pathways Forward*, the Office of Adult Education has promoted a policy effort, aimed at:

- **Helping communities work better together.** Deliver lifelong learning through career pathways that involve all three core partners: adult, postsecondary and workforce education. This helps regions to better serve more people by aligning resources and maximizing the strengths of each partner.
- **Educating workers more effectively.** Provide education that is flexible, expeditious, and relevant to the workplace. Promising, powerful approaches will become standard - ensuring more people are able to get new skills and better jobs.

One key outcome from the *Shifting Gears* initiative was the development of several guiding principles that together define the vision for a transformed approach to Adult Education in Michigan.

**Collaboration.** Unite core competencies and capacities of various stakeholders to achieve a common vision of success for adult learners and employers.

**Accountability.** Promote shared responsibility for common outcomes across the adult learning infrastructure, invest in the infrastructure to collect data on program performance, and use data to inform decisions about future policies and programs.

**Responsiveness.** Recognize that earning a high-school diploma is no longer sufficient for adult learners and employers, promote post-secondary education as the new standard for adult learners, and engage a range of partners in offering services for these learners that support and move them along clear and accessible career pathways toward their goals.

**Agility.** Policies and programs must rapidly respond to the diverse needs of learners, employers, and communities with innovative programs that equip Michigan to be successful in emerging markets.

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**Contextualization.** Inventively develop learners' basic skills in the context of practical applications in the real world and occupational skills so they quickly grasp the relevance of learning and remain engaged in programs until they earn needed credentials.

**Entrepreneurism.** Employ innovative thinking and approaches in program delivery that increase the range of customers served by programs and foster learners' entrepreneurial thinking.

**Alignment.** Develop articulation agreements and standardized career pathways to ensure learning efforts will be recognized across a variety of institutions. Strategically aligned funding is also required to support a comprehensive adult learning strategy.

### **Vocational Rehabilitation's Strategy for Alignment of Core Programs & Other Available Resources**

Vocational Rehabilitation will assume a leadership role to foster cooperation and collaboration at the federal, state, and local levels with partners involved in the employment and independence of individuals with disabilities.

The Michigan Council for Rehabilitation Services, a 17-member council for rehabilitation services, reviews, analyzes, and advises Michigan's rehabilitation programs and services as well as advises the governor and the Michigan Department of Health and Human Services director. Vocational Rehabilitation will develop programs and strategic partnerships to expand Vocational Rehabilitation services delivery system throughout Michigan by implementation of program areas sponsored by the strategic planning council.

The Michigan Department of Health and Human Services, disability groups and the business community strongly believe that all individuals, including individuals with disabilities, are "[better off working](#)." Based on this belief, a group of Michigan Department of Human Services, disability advocates and employers developed a strategic plan to advance employment opportunities for individuals with disabilities. Vocational Rehabilitation will also evaluate the achievement of goals related to the "better off working" implementation plan.

The goals of the strategic plan included:

- Coordinating government and private agency resources in cross-program settings to assist individuals with disabilities to enter or return to the workforce.
- Improving the health and well-being of individuals with disabilities by promoting work participation.
- De-emphasizing disability as a de facto public assistance program by refocusing on the goal of returning to work.

Some of the goals can be reached with changes in state policy, processes and more educational outreach. Others require legislative changes at the federal or state level.

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The workgroup identified the following areas for reform:

- Encourage and assist individuals with disabilities to enter or return to the workforce.
- Develop incentives for individuals with disabilities to enter or reenter the workforce.
- Assist employers to hire and retain individuals with disabilities.
- Provide needed support systems for youth with disabilities to transition into the workforce.
- Improve the quality and uniformity of Social Security Administration administrative law judges' decisions.
- Offset Social Security Benefits if the individual is also receiving unemployment benefits.

The two Michigan vocational rehabilitation agencies in Michigan (Michigan Rehabilitation Services and the Bureau of Services for Blind Persons) will continue to collaborate on and evaluate the role of vocational rehabilitation in the workforce system.

- Vocational Rehabilitation will continue to expand and enhance business solutions for Michigan businesses.
- Vocational Rehabilitation will continue to expand the development of a coordinated response to business needs, utilizing resources from across every prosperity region.
- Vocational Rehabilitation will continue to utilize customized training as a strategy for closing skills gaps. The Michigan Career and Technical Institute has an excellent model for both short-term and technical training and the proper supports for people to be successful. Vocational Rehabilitation is continuing to develop methodologies to expand and export services to students with disabilities across the state. Vocational Rehabilitation is exploring ways to develop staff/vendor skills in customized employment and to export appropriate training across the state.
- Vocational Rehabilitation continues to provide individualized vocational rehabilitation counseling focusing on individualized rehabilitation needs. In order to more thoroughly assist individuals, Vocational Rehabilitation offers:
  - Career counseling
  - Vocational evaluation
  - Job placement
  - Access to information about community resources



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- Access to accommodations and assistive technology

When providing vocational rehabilitation counseling to individuals, strengths, resources, priorities, abilities, capabilities, interests, and rehabilitation needs are evaluated. A Vocational Rehabilitation counselor also discusses employment and career choices as well as disability-related barriers to employment.

Michigan Rehabilitation Services has an existing interagency agreement with the U.S. Department of Veterans Affairs and has been collaborating with the Michigan Veterans Affairs Agency and other statewide veteran support agencies. The Michigan Veterans Affairs Agency implemented Veterans Community Action Teams, which is a community-specific collaboration with local supports. Veteran Community Action Teams is comprised of multiple organizations to assist veterans from a holistic perspective: quality of life, education, healthcare, and employment. Through this relationship with Veteran Community Action Teams, Michigan Rehabilitation Services provides vocational rehabilitation services to veterans with disabilities.

Local Michigan Rehabilitation Services Offices have staff collaborating with:

- Community rehabilitation organizations and Veterans Affairs medical centers to ensure that disabled veterans are receiving vocational rehabilitation services.
- U.S. Department of Veterans Affairs Compensated Work Therapy (CWT) program to help support work ready veterans to obtain jobs.
- The Workforce Development Agency and Michigan Works! service centers to assist disabled veterans with pre-employment skills building, job searches, etc.

Vocational Rehabilitation provides a comprehensive assessment of rehabilitation need as well as a thorough vocational assessment to determine the goals, nature, and scope of vocational rehabilitation services needed for the eligible individual to achieve competitive integrated employment. Barriers associated with the individual's disability are addressed as well as training needs, including those training opportunities provided by the Michigan Career and Technical Institute. The Bureau of Services for Blind Persons Training Center provides comprehensive skills of blindness training, vocational assessment and assistive technology instruction to ensure individuals who are blind have the skills needed to compete in the workforce.

Competitive integrated employment outcomes are based on the individual's unique strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice. Vocational Rehabilitation services are provided in collaboration with resources that can be provided by Centers for Independent Living, Michigan Works! and Community Rehabilitation Organizations. Additionally, Vocational Rehabilitation offers coordinated post-employment services to individuals with the assistance of workforce partners so that employment can be maintained.

Vocational Rehabilitation, in coordination with workforce agencies, are working on a "one point of contact" approach in working with business customers statewide. Based on clear direction from surveyed businesses, Michigan Rehabilitation Services is working to develop a coordinated



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one-point of contact approach in working with the business customer statewide. Currently, Michigan Rehabilitation Services is establishing a system inclusive of essential partners such as: Michigan Works!, Bureau of Services for Blind Persons, Department of Education, Community Rehabilitation Organizations, and Centers for Independent Living. Major gaps currently occur in the coordination of services to businesses.

Vocational Rehabilitation counselors also offer technical assistance to employers as well as workforce partners to remove barriers to employment.

On February 9, 2015, Michigan's Governor conducted a Business-to-Business Summit. The summit included manufacturing – high-tech, auto, chemical, food services, food/grocery chains, universities, state government/departments, banking, healthcare, tribal council, staffing services, insurance, law firms, and light and power companies, and was intended to bring major Michigan businesses together in order to share best practices and strive to understand and address current workforce demands, hiring, and advancement strategies of business for persons with disabilities. Subsequent post-summit events will be taking place across the state in partnership with the Michigan Chamber, Vocational Rehabilitation, and the Lieutenant Governor's Office.

Michigan Rehabilitation Services has worked diligently over the past year to expand and enhance its Business Service Initiative in alignment with Governor Snyder's directive to become a resource to business by addressing current workforce demands, hiring practices, and advancement strategies of business for persons with disabilities. To that end, Michigan Rehabilitation Services played a predominant role in the 2015 Governor's Business-to-Business Summit. Taking the lead from business, Michigan Rehabilitation Services has continued to enhance and expand resources with a dual-customer approach; job applicants (persons with disabilities and community businesses). Michigan Rehabilitation Services utilizes the business service initiative to also educate and train both customers to better understand the ever-changing needs of the marketplace. In an effort to accommodate the need for business to lead the middle-skill gap training, Michigan Rehabilitation Services has partnered with Meijer Distribution Centers throughout Michigan, along with our community rehab organizations, to provide hands-on training simulation labs, as well as trial work experiences and on-the-job training opportunities for potential Meijer employees. This approach has potential to be replicated with other businesses.

The partnership created between the Governor's office and Michigan Rehabilitation Services allows for a jointly created blueprint for Michigan businesses and government that identifies best practices and outlines steps that can be put in place to both increase employment and retention of persons with disabilities in the workforce. In order to comprehensively represent Vocational Rehabilitation in Michigan, the Bureau of Services for Blind Persons inclusion will enhance this partnership.

At the request of Lieutenant Governor Calley, both the director of Michigan Rehabilitation Services and the Business Network Unit Manager of Michigan Rehabilitation Services recently met to discuss working together to advance the placement of individuals with disabilities to obtain and maintain employment within Michigan's state government. To that end, Michigan Rehabilitation Services is taking a predominant lead with the lieutenant governor to move this initiative forward.

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Vocational Rehabilitation has a strong emphasis on serving students with disabilities with a multitude of programs that will be adapted to the WIOA. Transition services will be explored and addressed to prepare students at a younger age, to increase opportunity for learning and to increase outcomes for postsecondary education and employment. In addition, Vocational Rehabilitation is working to enhance a seamless service delivery process across an array of essential partner agencies, such as Michigan Works!, the Workforce Development Agency, and the Michigan Departments of Education and Community Health to increase the number of resources that are available to students, especially those who possess significant barriers to competitive integrated employment.

Vocational Rehabilitation will work closely with workforce partners to expand customized training opportunities for students with disabilities. Vocational Rehabilitation will provide students with disabilities information on career options, including the following:

- Career assessments to help identify students' school and post-school preferences and interests;
- Structured exposure to postsecondary education and other life-long learning opportunities;
- Exposure to career opportunities that will ultimately lead to a living wage, including information about educational requirements, entry requirements, income and benefits potential, and asset accumulation; and
- Training designed to improve job-seeking skills and work-place basic skills (sometimes called "soft skills").

In order to identify and attain career goals, Vocational Rehabilitation will expose students with disabilities to a wide range of experiences, including the following:

- Opportunities to engage in a range of work-based exploration activities, such as site visits and job shadowing;
- Multiple on-the-job training experiences (paid) or unpaid work experiences including community service, that are specifically linked to the content of a program of study and school credit;
- Opportunities to learn and practice their work skills (so-called "soft skills"), and
- Opportunities to learn first-hand about specific occupational skills related to a career pathway.

Vocational Rehabilitation will continue to expand work based learning programs that will close the skills gap.

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Vocational Rehabilitation continues to provide individualized vocational rehabilitation counseling focusing on customers' individualized rehabilitation needs. In order to more thoroughly assist individuals, Vocational Rehabilitation offers:

- Career counseling;
- Vocational evaluation;
- Job placement;
- Access to information about community resources; and
- Access to accommodations and assistive technology.

When providing vocational rehabilitation counseling, the individual's strengths, resources, priorities, abilities, capabilities, interests, and rehabilitation needs are evaluated. A Vocational Rehabilitation Counselor also discusses employment and career choices as well as disability-related barriers to employment.

In some instances, training is provided or training programs are developed. For example, the Michigan Career and Technical Institute is a facility operated by Michigan Rehabilitation Services, Department of Education approved, nationally accredited postsecondary school which provides state-of-the-art training for jobs needed in business and industry today. Programs offered include Automotive Technology, Cabinet Making/Millwork, Certified Nursing Assistant, Culinary Arts, Electronics/Manufacturing, Graphic Communications, Grounds Maintenance and Landscaping, Machine Technology, Pharmacy, Office Automation, Retail Marketing, and Weatherization. Strong industry involvement helps to ensure that all Michigan Career and Technical Institute students have marketable skills upon graduation. Flexible training options provide students with an opportunity to develop individual skills, depending upon interests and ability, with graduates being successfully hired upon graduation.

The Michigan Career and Technical Institute Certified Nursing Assistant training program is licensed at both the state and national level, and an approved regional Certified Nursing Assistant testing site for Prometric. Over 500 Michigan Career and Technical Institute Certified Nursing Assistant licensed students are currently working in Michigan. The Michigan Department of Human Services and Michigan Rehabilitation Services, in collaboration with Michigan Works! has exported the Certified Nursing Assistant training program and an array of remedial training programs from the Michigan Career and Technical Institute to the Benton Harbor Michigan Works! Service Center to train individuals in the Certified Nursing Assistant field. These individuals were Temporary Assistance for Needy Families recipients with disabilities in the Partnership. Accountability. Training. Hope. (PATH) Program. The training program was highly successful and there are plans to replicate the program in Detroit, Harbor Springs, Lansing and other areas across the state based on labor market need.

Vocational Rehabilitation will continue to be a resource for accommodations to help individuals with disabilities and employers to prepare for, secure, retain, advance in, and regain competitive integrated employment (accessibility).

Over the past year, Vocational Rehabilitation transition counselors have joined the Department of Health and Human Services Pathways to Potential Success Coaches and Adjudicated Youth in

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residential facilities to provide expanded and enhanced services to students exiting postsecondary programming. Additionally, Michigan Rehabilitative Services has been selected by the Governor's Commission on Mental Health and Wellness to lead expansion activities related to Project SEARCH sites throughout Michigan. This will be done in collaboration with Michigan Rehabilitation Services, the Bureau of Services for Blind Persons, the Department of Education, the Department of Health and Human Services, Community Rehabilitation Organizations and Centers for Independent Living, and host businesses.

- Vocational Rehabilitation will work with eligible individuals with disabilities to develop an Individualized Plan for Employment that is consistent with current labor market trends, individual skill analysis, and individualized rehabilitation needs.
- Vocational Rehabilitation has the capacity to complete specific job analyses for in-demand jobs to address any identified accommodation needs that individuals with disabilities may have in order to complete the essential functions of specific positions.
- By understanding labor market trends, and the current skill gaps of Vocational Rehabilitation customers, Vocational Rehabilitation staff can effectively direct funding to meet the service/training needs of the customer and Michigan businesses. This will positively impact the successful rehabilitation rate by increasing an individual's potential for employment in today's job market.
- Vocational Rehabilitation is participating in the Office of Disability Employment Policy, Employment First initiative through Michigan's Developmental Disabilities Council. Employment First is a concept to facilitate the full inclusion of people with the most significant disabilities in the workplace and community. Under the Employment First approach, community-based integrated employment is the first option for employment services for youth and adults with significant disabilities.
- Collaboration among vocational rehabilitation agencies, colleges and universities to target career services to students with disabilities. Michigan Rehabilitation Services is currently partnering with Michigan State University to develop a match/funding agreement to place a vocational rehabilitation counsellor on campus who will provide wrap-around services to eligible students with disabilities. Western Michigan University and Eastern Michigan University have also expressed strong interest in this model. The work group recommends that Michigan Rehabilitation Services expand these agreements with other Michigan colleges and universities and develop metrics to determine the success of the program. Bureau of Services for Blind Persons also has an excellent working relationship with colleges and universities. Bureau of Services for Blind Persons in collaboration with Western Michigan University provides an opportunity for students to learn the skills necessary to be successful in postsecondary education.
- The Workforce Recruitment Program is a recruitment and referral program that connects federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities who are eager to prove their abilities in the

workplace through summer or permanent jobs. Vocational Rehabilitation is working to promote the Workforce Recruitment Program so that it is better utilized.

The U.S. Department of Labor's Office of Disability Employment Policy and the U.S. Department of Defense's Office of Diversity Management & Equal Opportunity manage the program, which continues to be successful with the participation of many other federal agencies and sub-agencies. Since the program's expansion in 1995, over 6,000 students and recent graduates nationwide have received temporary and permanent employment opportunities through the workforce recruitment program.

- Collaboration with other State of Michigan departments and agencies includes Michigan Rehabilitation Services, the Bureau of Services for Blind Persons Michigan Departments of Education, Health and Human Services, and Civil Rights among other state agencies, the Michigan Economic Development Corporation, and the Advisory Council on Deaf and Hard of Hearing align disability related programs by linking the state's workforce and economic development agendas. To achieve necessary collaboration, the workgroup is moving forward with the formation of an ad hoc committee to identify and address the needs of individuals with disabilities and those agencies and respective services that can be leveraged for the purpose of putting qualified individuals back to work.

## State Operating Systems and Policies

*The Unified State Plan must include a description of the State operating systems and policies that support the implementation of the State strategy described in section II Strategic Elements. This includes- the State operating systems that support coordinated implementation of State strategies. This must include a description of:*

- *State operating systems that support coordinated implementation of State strategies (e.g., labor market information systems, data systems, communication systems, case management systems, job banks, etc.)*
- *Data collection and reporting processes used for all programs and activities, including those present in one-stop centers.*

*The State policies that will support the implementation of the State's strategies (e.g. co-enrollment policies and universal intake processes).*

Michigan's Workforce Investment System integrates workforce development, economic development, and education in order to meet the needs of both employers and job seekers. The Michigan Works! Service Centers comprise a comprehensive subsystem within Michigan's Workforce Investment System of publicly and privately funded programs and services that address employer's needs for skilled workers and helps job seekers and other individuals find new jobs, retain employment, and advance their skills.

The Michigan Works! Service Centers, or One-Stop Service Centers, are the primary vehicle for creating a workforce investment system that is organized around customer needs and demands, rather than around programs and funding sources. This philosophy requires integration of



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services across agencies and programs, to reduce redundancy, improve customer access, and to improve quality.

The Michigan Works! Service Centers provide the One-Stop access to key workforce investment programs and partners, promoting seamless delivery to employers, students, persons with disabilities, public assistance recipients, veterans, migrant and seasonal farmworkers, ex-offenders, persons eligible for Adult Education, persons referred from the Friend of the Court, employed, unemployed, and underemployed individuals.

Access to services is provided through the Michigan Works! Service Centers or through referral to the following programs:

- Adult, Dislocated Worker, and Youth;
- Partnership Accountability Training Hope (PATH);
- Food Assistance Employment and Training;
- Wagner-Peyser Employment Services;
- Trade Act programs;
- Vocational Rehabilitation (Michigan Rehabilitation Services and Bureau of Services for Blind Persons);
- Career and Technical Education;
- Adult Education and Literacy and state Adult Education;
- Unemployment Insurance;
- Veterans Employment Services;
- Migrant and Seasonal Farm Workers, where available;
- Senior Community Service Employment Program;
- Job Corps;
- Veterans;
- Native Americans;
- Community Services Block Grant Employment and Training; and,
- Housing and Urban Development Employment and Training, where available.

Michigan Works! Service Centers provide One-Stop access to key workforce investment programs and partners, promoting seamless service delivery to employers, students, persons with disabilities, veterans' welfare recipients, migrant and seasonal farm workers, ex-offenders, unemployed, under employed, and employed individuals. A core set of services will be available at each Michigan Works! Service Center location, free of charge, to all who seek them.

The local Workforce Development Board has discretion within the requirements of the certification policy, to determine the local service delivery structure. Service Centers may be supplemented with satellite offices offering career and training services. Local service delivery structure can be comprised of service centers and satellite offices that make use of various approaches to service that permit expansion of service delivery to every community and all customers.



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Integration of services is ensured through the use of the One-Stop Management Information System. The One-Stop Management Information System is a database system with numerous key features and components. Each component makes use of a single applicant record that contains all of the information about that person. The One-Stop Management Information System is Web-based, enabling it to be accessed from any site that has an Internet connection. A login process maintains security for the system. Service providers enter services to customers into the One-Stop Management Information System database as they are provided. Data can only be entered by, and is only displayed to, users who have permission to see and use the information. Information entered is available immediately after entering the data. The One-Stop Management Information System tracks all services provided to a claimant regardless of the provider or the provider's location. It is a flexible system that allows for the adding of modules or features with relative ease. Enhancements to the components of the One-Stop Management Information System are implemented on a continuous basis to include U.S. Department of Labor-Employment & Training Administration reporting modifications and to simplify data entry and tracking for all programs.

The Michigan Works! Agencies participate in designated interstate and intrastate job order clearance activities, administer the local component of the Employment Service Complaint System, and provide local administration of the Fidelity Bonding Program.

Wagner-Peyser funded services are fully integrated and collocated within all Michigan Works! Service Centers.

- The Michigan Works! Agencies provide local operation and oversight of the Pure Michigan Talent Connect.
- The Michigan Works! Agencies deliver to the public all levels of labor exchange services.
- The Michigan Works! Agencies provide special re-employment services to Unemployment Insurance claimants.
- The Michigan Works! Agencies provide Unemployment Insurance claimants with resources regarding the filing of Unemployment Insurance claims, which includes access to office equipment to reach the Unemployment Insurance Agency and fact sheets provided by the Unemployment Insurance Agency.
- The Michigan Works! Agencies fully participate in the Unemployment Insurance work test by assuring that unemployment claimants register for work by entering their profiles on the Pure Michigan Talent Connect. The Michigan Works! Agencies also immediately report all incidents of claimant non-compliance to the Unemployment Insurance Agency. Claimant non-compliance includes being unable, unavailable, failing to seek full-time work, and refusing offers of suitable work.
- The Michigan Works! Agencies assure that veteran's preference and priority are strictly observed by giving eligible veterans and eligible spouses the maximum employment and

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training opportunities, with priority given to the needs of disabled veterans. Disabled Veterans Outreach Workers and Local Veterans Employment Representatives are integral, collocated partners in the Michigan Works! Service Centers.

- The Michigan Works! Agencies assure that services to Migrant Seasonal Farm Workers are equal to those provided to non-Migrant Seasonal Farm Workers. Local Agricultural Employment Specialists are located in the Michigan Works! Service Centers.

In accordance with Section 8(b) of the Wagner-Peyser Act, as amended, Michigan Works! Agencies promote employment opportunities for persons with disabilities and provide job counseling and placement of persons with disabilities. The Workforce Development Agency will cooperate and maintain a written agreement with the state Vocational Rehabilitation Agency to provide services to persons with disabilities.

### **State Program and State Board Overview**

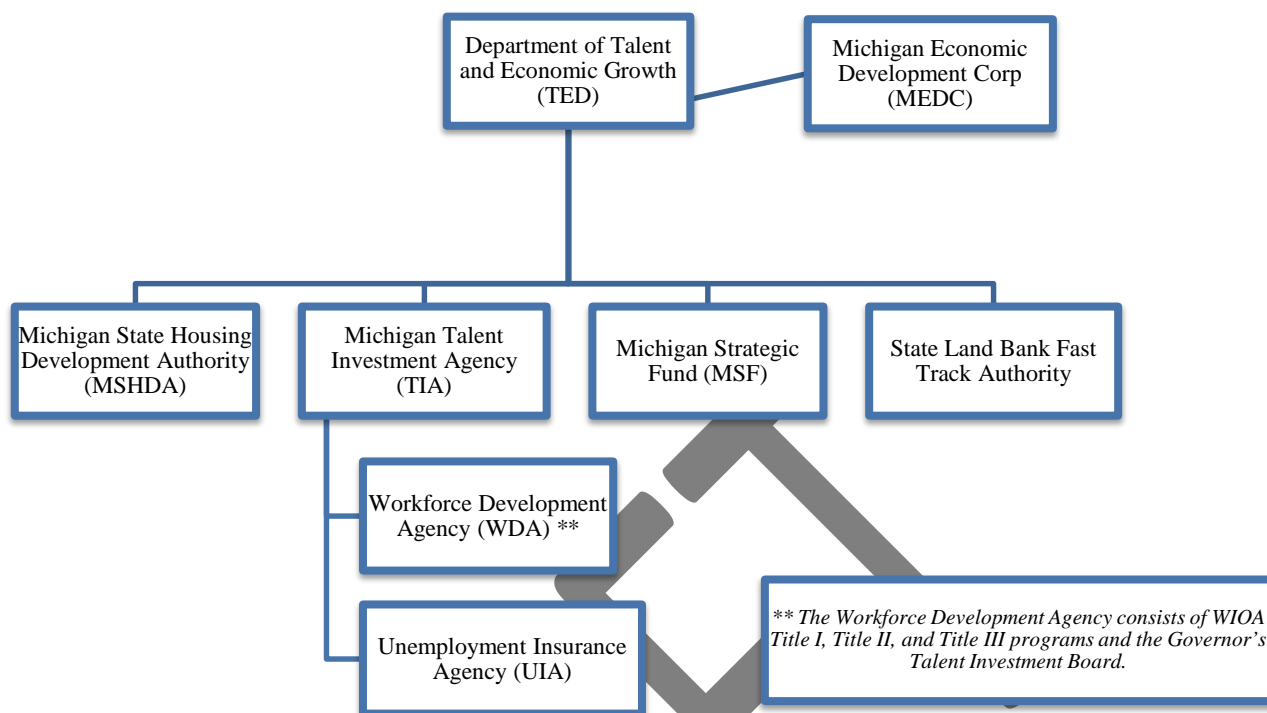
*State Agency Organization. Describe the organization and delivery systems at the state and local levels for the programs covered in the plan, including the organizational structure. Include an organizational chart.*

### **State Agency Organization**

[Executive Order 2014-12](#), effective March 15, 2015, created the Michigan Department of Talent and Economic Development, and within the Department, the Michigan Talent Investment Agency. By putting all job creation and economic development efforts under one new department, it allows Michigan to leverage its ability to build talent that possesses in-demand skills while helping our state's businesses grow. Under this newly created structure, the three pillars of economic development – talent development, community development, and business development – are all part of one organization sharing the same vision and goals.

The Michigan Department of Talent and Economic Development will bring together the Michigan Economic Development Corporation, the Michigan State Housing Development Authority, the Michigan Strategic Fund, and the Michigan Talent Investment Agency. The Michigan Talent Investment Agency, consisting of the Workforce Development Agency, the Unemployment Insurance Agency, and Adult Education, are housed within the same department, a single entity that focuses on growing Michigan's jobs and economy. The Workforce Development Agency consists of the WIOA Title I [Workforce Development Activities], the WIOA Title II [Adult Education and Literacy], and the WIOA Title III [Wagner-Peyser, and also includes the Unemployment Insurance Agency, and Veterans programs]. The new department will ensure that the state can efficiently and effectively develop, administer, and coordinate Michigan's talent, economic, and housing development initiatives and programs.

The following Organizational Chart portrays our reorganization:



The Talent Investment Agency is responsible for all programs within the executive branch of government related to talent services and programs, including job preparedness, career-based education, skilled trades training, incumbent worker training, employment assistance, Science, Technology, Engineering, and Math training programs, and programs targeted at the structurally unemployed.

The Talent Investment Agency functions as the clearinghouse for all communications with the U.S. Department of Labor and the U.S. Department of Education relating to talent services and programs and as the coordinating office for state departments with responsibilities relating to talent services and programs available through the Michigan Works! System, including, but not limited to, Michigan Rehabilitation Services within the Department of Health and Human Services, the Michigan Veterans Affairs Agency within the Department of Military and Veterans Affairs, the Bureau of Services for Blind Persons within the Department of Licensing and Regulatory Affairs, and the Prisoner Reentry Program and the Community Support Services Program that are administered by the Michigan Department of Corrections.

Coordinating functions include, but are not limited to, unified and/or combined state plans, development of performance metrics, identification of high demand jobs, coordination of talent services and program funding opportunities on a state and regional basis, and employer outreach.

Strategies for spurring economic development and securing meaningful and rewarding employment for Michigan residents are interdependent. This realignment creates the ability to deliver customer service, talent development, and economic programs in a more comprehensive and cohesive way. Aligning staff, resources, and program-based initiatives brings about better

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customer service and ensures that skilled talent is available for the continued growth of Michigan's economy.

The Workforce Development Agency is comprised of the following divisions:

- The Workforce Development Agency Executive Office  
We want to drive innovation and performance from all levels of the Agency, and to do this, we are inclusive of all our divisions in our strategic planning processes. The Workforce Development Agency Division overviews are described below.
- Office of Michigan Industry Cluster Approach  
A cluster is a geographic concentration of related employers, industry suppliers, and support institutions in a product or service field. Through extensive labor market research, Workforce Development Agency has initially identified five state priority industry clusters: Agriculture, Energy, Health Care, Information Technology & Media, and Manufacturing. Workforce Development Agency's Cluster Team works with these as well as other industry clusters to connect to local resources and Michigan Works! business teams, meeting the demand and skill needs of these industries. The Office serves as our Business/Demand Team and includes the Skilled Trades Training Fund, Michigan Advanced Training Technician, and the Community College Skilled Trades Equipment Program.
- Education and Career Success Division  
The Education and Career Success Division promotes access to, retention in, and completion of individual student's goals in quality comprehensive secondary and postsecondary services. The Education and Career Success Division oversees the WIOA Title II activities and programs. We seek to create a thriving Michigan economy with a balance between labor and education allowing businesses and residents to reach their full potential. The division provides opportunities for students to receive education and training, resulting in a 21st century workforce inclusive of Michigan's diverse population.  
  
The Office of Adult Education, located within the Education and Career Success Division, is eager to collaborate on many levels to bring a seamless service delivery system to adult learners. The greatest contribution Michigan Adult Education can make to the partnership, and more importantly, to the adult learners it serves, is to provide opportunities for them to develop their literacy skills necessary to qualify for postsecondary education, job training, better employment, and to reach their full potential as family members, productive workers, and citizens.
- Office of Information Technology Services  
The Office of Information Technology Services oversees all Information Technology activities required to fully support the Workforce Development Agency. Responsibilities include project planning and tracking, actively prioritizing and managing enhancement and maintenance requirements for statewide applications including Pure Michigan Talent Connect, and the One-Stop Management Information System, and the Michigan Adult Education Reporting System. Internal organizational responsibilities include management

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of agency websites and hardware, including Personal Computers, printers, cellphones and mobile devices. External responsibilities include management, procurement, and negotiation of vendor contracts supporting external staffing requirements, hardware/software purchases, and data hosting needs.

- Office of Field Services

The Office of Field Services includes the Veterans' Services Division.

In accordance to the Jobs for Veterans State Grant program, the Veterans' Services Division delivers intensive employment services to a targeted veteran population as an integrated partner with Michigan Works! Agencies across the state and in collaboration with other partners and resources.

Office of Audit and Financial Compliance

The Office of Audit and Financial Compliance is responsible for the financial compliance monitoring of the federal and state employment and training funds awarded by the Workforce Development Agency to the 16 local Workforce Development Boards across the State of Michigan. Each Workforce Development Board in Michigan is reviewed annually for compliance with the federal uniform administrative requirements and the federal cost principles. Monitoring is conducted on-site at the administrative offices of the Workforce Development Boards (a.k.a. Michigan Works! Agencies) and at the locations of their sub recipients.

- Office of Talent Policy and Planning

In support of Michigan's demand driven workforce system, the Office of Talent Policy and Planning provides the administration and oversight of the state's workforce development programs to meet and support the overall employment and training objectives of the State of Michigan.

The Office of Talent Policy and Planning is responsible for oversight of the Workforce Development Agency's Workforce Innovation and Opportunity Act (WIOA) programs, which provide employment and training services to meet the needs of employers and job seekers throughout the state. The Office is reflective of the majority of WIOA required partners, and includes the WIOA Title I (Adult, Dislocated Worker and Youth programs), the WIOA Title II (Adult Education and Literacy Programs), the WIOA Title III (Wagner-Peyser), Trade Adjustment Assistance, The Welfare Reform and the Supplemental Nutrition Assistance Employment and Training Programs. The Division provides staffing support to the Governor's Talent Investment Board, a business-led Board serving as a catalyst for talent enhancement and economic development. Consistent with the Governor's Talent Investment Board's vision and mission and federal and state requirements, the Division develops strategic policy to ensure a pipeline of talent that will attract and retain businesses in Michigan.

*State Board – Provide a Description of the State Board, including Membership Roster. Provide a membership roster for the State Board, including member’s organizational affiliations.*

*Board Activities. Provide a description of the activities that will assist the State Board members and staff in carrying out State Board functions effectively.*

### **State Board**

The Governor’s Talent Investment Board is the principal private-sector policy advisor on building a strong workforce system aligned with state education policies and economic development goals. Created by [Executive Order 2015-11](#), the Governor’s Talent Investment Board is Michigan's workforce investment board and its representation is consistent with the provisions of the Workforce Innovation and Opportunity Act (WIOA) and regulations issued pursuant to the act.

The Governor’s Talent Investment Board provides a vital role in bringing citizen involvement, engagement, and oversight to the state's talent enhancement effort. This business led, business majority Board serves as a catalyst for talent enhancement and economic development entities and recommends policies to the Governor and state departments that guide workforce investment and training at both the state and local levels.

The purpose of the Governor’s Talent Investment Board is to convene state, regional, and local workforce system partners to:

- Enhance the capacity and performance of the workforce development system and align and improve the outcomes and effectiveness of Federally-funded and other workforce programs and investments, and through these efforts, promote economic growth.
- Engage the workforce system representatives, including businesses education providers, economic development, labor representatives, and other stakeholders to help the workforce development system achieve the purpose of the WIOA, and
- Assist to achieve the state’s strategic and operational vision and goals.

The Governor’s Talent Investment Board will work with the Michigan Talent Investment Agency to meet the following regulatory responsibilities as prescribed by federal statute and regulation:

- The development, implementation, and modification of Michigan's Unified Statewide Talent Plan for workforce development (Michigan's workforce investment strategy), and other grants, plans, statistics, cost allocation formulas for employment and training activities and infrastructure funding, and performance accountability measures related to the workforce system



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- The development, review, and implementation of a statewide career pathway strategy that addresses current and future demand
  - The development, review, and adoption of strategies for and effective outreach to improved access for individuals and employers related to in-demand industry sectors and occupations
  - The Adoption of high-performing board criteria to support the development and review of strategies for continuous improvement of the workforce investment system, including the role the Governor's Talent Investment Board will play in the ongoing process of continuous improvement of local boards, one-stop operators, one-stop partners and providers that support effective service delivery to workers, job seekers and employers through the engagement of state and local leaders
  - The development and updating of comprehensive state performance accountability measures to assess the effectiveness of core programs
  - The identification and dissemination of best practices for effective operation of one-stop centers, relating to the use of business outreach partnerships and service delivery strategies, effective local boards, and technological improvements to improve quality of services
  - Advocating and promoting Michigan's Talent System
  - Review of statewide policies and programs, and provide recommendations on actions taken by the state to align workforce development programs
  - Development of a statewide workforce labor market information system
  - Review Michigan's Annual Report for the U.S. Department of Labor

[Read the By-Laws adopted by the new Governor's Talent Investment Board](#)

#### Governor's Talent Investment Board Organizational Structure/Membership Roster

The enactment of the Workforce Investment Act required each state to establish a state workforce investment board to oversee workforce development activities. The [Governors Talent Investment Board](#) was created as an advisory body within the Talent Investment Agency and is charged with advising and assisting the Governor regarding compliance with the WIOA and overall talent development. The Governor's Talent Investment Board is a thirty-one (31) member board with representation consistent with the provisions of the WIOA Section 101.

Enactment of the Governor's Talent Investment Board is as follows:

1. The Governor
2. A member of the Michigan House of Representatives

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3. A member of the Michigan Senate
  4. Twenty-eight (28) members appointed and serving at the pleasure of the Governor, consisting of the following:
    - a. A majority of the board (14) are representatives of businesses in Michigan who:
      - i. Michigan business representatives, who are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority, and who, in addition, may be members of a local workforce development board established by the Michigan One-Stop Service Center System Act of 2006, Michigan Compiled Laws §408.111-123, or its successor
      - ii. Represent businesses or organizations representing businesses that provide employment opportunities that include emerging and in-demand occupations in Michigan
      - iii. Are individuals nominated by business organizations and business trade associations in Michigan
    - b. A minimum of two (2) representatives of individuals who are elected chief executive officers of a city or a county
    - c. Not less than 20 percent of the board (6) shall be representatives of the workforce in Michigan who-
      - i. Shall include representatives of labor organizations, who have been nominated by labor federations in Michigan
      - ii. Shall include a representative of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in Michigan, such a representative of an apprenticeship program in Michigan
      - iii. May include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive, integrated employment for individuals with disabilities
      - iv. May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth and

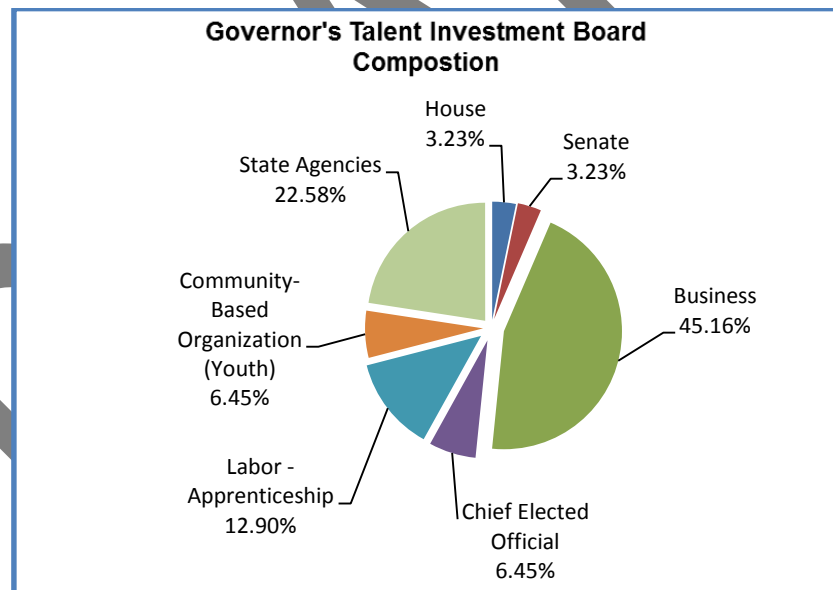
- d. The lead state officials (2) with primary responsibility for the administration of core programs as defined by Section 3(12)-(13) of the WIOA

In addition to the aforementioned members, the following state department directors (6) serve in an ex-officio capacity on the board as non-voting members. Their participation does not count for the purpose of establishing a quorum.

1. Director of the Department of Agriculture and Rural Development
2. Director of the Department of Health and Human Services
3. Director of Licensing and Regulatory Affairs
4. Director of the Talent Investment Agency
5. Director of the Unemployment Insurance Agency
6. The Superintendent of Public Instruction.

In accordance with regional diversity requirements for state workforce development boards under Section 101(b)(2) of the WIOA, the Governor consulted with representatives of each of Michigan's ten prosperity regions as a part of the process of making appointments to the Board.

The following chart delineates the composition of the Governor's Talent Investment Board.



## Assessment of Programs and One-Stop Program Partners

### *Assessment of Core Programs:*

*Describe how the core programs will be assessed each year based on state performance accountability measures described in section 116(b) of the WIOA. The state assessment must include the quality, effectiveness, and improvement of programs broken down by local area or provider.*

Detailed guidance is pending from one or more federal partners regarding data definitions, sources, validation, and submission requirements. The Workforce Development Agency, which oversees the WIOA Title I Adult, Dislocated Worker, and Youth programs, the WIOA Title II Adult Education and Family Literacy, and Title III Wagner-Peyser, will work with the Michigan Department of Health and Human Services and Licensing and Regulatory Affairs which oversees the WIOA Title IV Vocational Rehabilitation program (Michigan Rehabilitation Services and Bureau of Services for Blind Persons respectively), to adopt joint performance reporting requirements as outlined in WIOA Act Section 116. Joint performance measures for the WIOA will consist of six customer outcomes specific to core indicators of performance and employer (customer) satisfaction by program.

State level reports detailing performance on all performance measures are published quarterly for all local areas. These reports allow the state and local areas to monitor performance outcomes in order to establish trends and identify measures requiring corrective action. Furthermore, performance data is available at the contractor level. Baseline performance data will be collected in the first two years as pertinent for negotiating levels of performance.

In addition to utilizing the Workforce Investment Act performance accountability system, Michigan dashboards were implemented by Governor Snyder to provide a quick assessment of the state's performance in key areas, including economic strength, health and education, value for money government, quality of life, and public safety. The Michigan Talent Dashboard includes information on our employment environment and other key initiatives related to our workforce investment system. The dashboard can be accessed at:

<http://www.michigan.gov/midashboard/0,4624,7-256-59624---,00.html>.

### **Adult Education**

The WIOA performance accountability measures in Section 116 will be used to assess the effectiveness of Adult Education statewide and ensuring continuous improvement in the service delivery system. In an effort to increase awareness, accuracy, and transparency, quarterly performance reports will be published for each region. These reports allow the state and regions to track and monitor performance regularly.

The Office of Adult Education will target programs for technical assistance that fail to meet the state performance benchmarks. Failure to meet the performance benchmarks for two consecutive years could result in the reduction or elimination of funding.

*Assessment of One-Stop Partner Programs:*

*Describe how other one-stop delivery system partner program services will be assessed each year.*

*Previous Assessment Results:*

*Provide the results of an assessment of the effectiveness of the core programs and other one-stop partner programs included in the plan during the preceding two year period. Describe how the state is adapting its strategies based on these assessments.*

During the previous three program years under the Workforce Investment Act, Michigan exceeded all 17 Workforce Investment Act Title I negotiated performance measures. Our Workforce Investment Act annual reports are accessible through the Library of Michigan at <http://governingmichigan.org/>.

During the previous three program years, Vocational Rehabilitation has met its performance measures. Copies of Annual Reports can be obtained by contacting the Workforce Development Agency or Michigan Rehabilitation Services.

Our Michigan Workforce System Dashboard provides information on key performance measures, in aggregate and then further broken out by each of our local service delivery areas. Key measures include:

- Jobs filled;
- Percentage of placements prepared for demand jobs;
- Visitors to service centers, (including individuals served, total visits, and employers served);
- Federal performance measures (for Workforce Investment Act and Temporary Assistance to Needy Families);
- Customer satisfaction (broken out by employers and job seekers); and
- Unemployment rate.

**Distribution of Funds for Core Programs**

*Describe the methods and factors the State will use in distributing funds under the core programs in accordance with the provisions authorizing such distributions.*

*For Title I Programs, provide a description of written policies that establish the State's methods and factors used to distribute funds to local areas for – Youth activities, in accordance with the WIOA Section 128(b)(2) or (b)(3), Adult and training activities in accordance with the WIOA section 133(b)(2) or (b)(3)*

## Formulas:

The State of Michigan uses federal formulas to distribute funding for the Adult, Dislocated Worker, and Youth programs. Within those formulas there are possibilities for the governor, with the approval of the State Workforce Investment Board and the Secretary of Labor via the State Plan, to incorporate additional factors.

### State of Michigan Adult and Youth Programs Formula

In allocating Adult and Youth funds to local areas, a state shall allocate:

1. 33 1/3 percent on the basis of the relative number of unemployed individuals in areas of substantial unemployment;
2. 33 1/3 percent on the basis of the relative excess number of unemployed individuals; and
3. 33 1/3 percent on the basis of the relative number of disadvantaged adults or disadvantaged youth.

However, in lieu of making the Adult or Youth allocation as previously described, a state may distribute a portion equal to not less than 70 percent of the funds as described above with the remaining portion of the funds allocated on the basis of a formula that incorporates additional factors relating to excess adult or youth poverty in urban, rural, and suburban local areas. This discretionary formula allocation methodology must first be approved by the State Workforce Investment Board and by the Secretary of Labor as part of the State Plan approval process.

The State of Michigan has chosen not to utilize the optional 30 percent discretionary formula for distributing Adult and Youth employment and training funds to local areas.

### State of Michigan Dislocated Worker Formula

*Dislocated Worker employment and training activities in accordance with the WIOA Section 133(b)(2) and based on data and weights assigned.*

The governor establishes the formula for allocating dislocated worker funds to the local areas. The allocation formula must include the following six factors: 1. Insured unemployment data, 2. Unemployment concentrations data, 3. Plant closing and mass layoff data, 4. Declining industries data, 5. Farmer-rancher economic hardship data, and 6. Long-term unemployment data. In addition, the governor may include additional factors at his/her discretion. The State of Michigan has included an additional factor, excess unemployment, as a seventh factor in the Dislocated Worker formula.

The governor determines the weight for each factor to be used in the allocation formula.



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The weights are as follows:

1. Insured unemployed data weighted at 5 percent.
2. Unemployment concentrations data weighted at 30 percent.
3. Plant closing and mass layoff data weighted at 5 percent.
4. Declining industries data weighted at 5 percent.
5. Farmer-rancher economic hardship data weighted at 5 percent.
6. Long-term unemployment data weighted at 20 percent.
7. Excess unemployment data weighted at 30 percent.

*Describe how the eligible agency will award multi-year grants or contracts on a competitive basis to eligible providers in the state, including how eligible agencies will establish that eligible providers in the state, including how eligible agencies will establish that eligible providers are organizations of demonstrated effectiveness.*

*Describe how the eligible agency will ensure direct and equitable access to all eligible providers to apply and compete for funds and how the eligible agency will ensure that it is using the same grant or contract announcement and application procedure for all eligible providers.*

The Office of Adult Education will conduct a new competition in PY 2016-17 to select highly qualified and experienced providers of Adult Education and literacy services that meet the eligibility requirements in Section 203(5). The 2-year grants will be awarded through an open competition that meets all state and federal procurement requirements and is based on the 13 considerations identified in Section 231, including alignment between Adult Education and the one-stop partners, strong linkage with employers, contextualized education, integrated education and training, and integration of digital literacy.

The Office of Adult Education will be awarding only one grant per Prosperity Region to regionalize Adult Education services in Michigan and more closely align state and federal funding for Adult Education. Each Prosperity Region will be required to provide comprehensive services, including adult basic education, adult secondary education, English language acquisition, and family literacy services within each region.

To be considered for funding, eligible providers will be required to demonstrate past effectiveness based on the prior years' National Reporting System performance data for previous providers, or verifiable data supporting participant educational gains, job attainment, and enrollment in postsecondary education or training for new providers.

The Office of Adult Education will be developing a standardized form and/or process to facilitate the local board's review of the Title II applications to ensure alignment between the application and the strategy and goals identified in the local plan.

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The Office of Adult Education ensures direct and equitable access to all eligible providers by publishing the grant announcement on the State of Michigan and Workforce Development Agency websites. Formal announcement of the request for proposals will be widely circulated via press releases, all Workforce Development Agency distribution lists, and any other means available. Associations representing adult educators, literacy councils, community colleges, and workforce development agencies will be notified of application opportunities.

*In the case that, under Section 101(a)(2)(A)(i) of the Rehabilitation Act designates a State Agency to administer the part of the Vocational Rehabilitation services portion of the Unified Plan under which vocational rehabilitation services are provided for individuals who are blind, describe the process and the factors used by the state to determine the distribution of funds among the two vocational rehabilitation agencies in the state.*

The Michigan Rehabilitation Services and the Bureau of Services for Blind Persons directors mutually agree on the distribution of funds as follows: Eighty-five (85) percent to Michigan Rehabilitation Services and 15 percent to Bureau of Services for Blind Persons for the General Fund; and 88 percent to Michigan Rehabilitation Services and 12 percent to the Bureau of Services for Blind Persons for Supported Employment funds. The Michigan Rehabilitation Services and Bureau of Services for Blind Persons directors agree this distribution of funds allows both entities to serve vocational rehabilitation customers in the most fair and effective way.

## **Program Data**

*Data Alignment and Integration: Describe the plans of the lead State agencies with responsibility for the administration of core programs, along with the State Board, to align and integrate available workforce and education data systems for the postsecondary education, and to the extent possible, included in this plan. The description of the State's plan for integrating data systems should include the State's goals for achieving integration and any progress to date.*

*Describe the state's plans to make the management information systems for the core programs interoperable to maximize the efficient exchange of common data elements to support assessment and evaluation.*

*Describe the state's plans to integrate data systems to facilitate streamlined intake and service delivery to track participation across all programs included in the plan.*

*Explain how the state board will assist the Governor in aligning technology and data systems across mandatory one-stop partner programs (including design and implementation of common intake, data collection, etc.) and how such alignment will improve service delivery to individuals, including unemployed individuals.*

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*Describe the state's plans to develop and produce the reports required under Section 116, performance accountability system (WIOA Section 116(d)(2)).*

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In addition to utilizing the WIOA performance accountability system, Michigan dashboards were implemented by Governor Snyder to provide a quick assessment of the state's performance in key areas, including economic strength, health and education, value for money government, quality of life, and public safety. The Michigan Talent Dashboard includes information on our employment environment and other key initiatives related to our workforce investment system. The dashboard can be accessed at: <http://www.michigan.gov/midashboard/0,4624,7-256-59624---,00.html>. Additionally, our Michigan Workforce System Dashboard provides information on key performance measures, in aggregate and then further broken out by each of our local service delivery areas. Key measures include:

- Jobs filled;
- Percentage of placements prepared for demand jobs;
- Visitors to service centers, (including individuals served, total visits, and employers served);
- Federal performance measures (for the WIOA and Temporary Assistance to Needy Families);
- Customer satisfaction (broken out by employers and job seekers); and
- Unemployment rate.

**Data Alignment and Integration:**

The state uses a single integrated data collection system, known as the One-Stop Management Information System. This ensures that all local providers collect, report, and maintain the same data elements. Participant data entered into One-Stop Management Information System will be included as a part of the annual WIOA programmatic reviews and through the Data Validation process. Any local area that does not achieve a minimum 80 percent pass rate is required to receive technical assistance from the state and provide a plan on how they will improve their data validation performance.

To be certified as a Michigan Works! Service Center, local Michigan Works! Agencies must meet criteria included in state policy [Certification Criteria for Michigan Works! Service Centers](#).

Collocation of service providers and the integration of services to the fullest extent possible are the priorities of the Michigan Works! Service Centers. The Michigan Works! Service Centers comprise a comprehensive subsystem within the state's workforce investment system of publicly and privately funded programs and services that address employers' needs for skilled workers and helps job seekers and other individuals find new jobs, retain employment, and advance their skills. A comprehensive strategy is used to break down barriers to promote the establishment of a service delivery system that is responsive to the needs of its customers. The Michigan Works! Service Centers provide services from the state's major workforce development programs that are accessible in a manner that is seamless to the customer. A single delivery system at the local level provides customers access to services in an integrated, rather than fragmented, manner.

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Instances of coordination include:

- The use of a common, statewide 1-800 telephone number by the local systems as a method for initial customer contact with the system;
- Michigan Works! Service Center's physical layout that is consumer-driven with services by function rather than program;
- Effective marketing of the Michigan Works! brand as part of the American Job Center branding to create awareness in the marketplace and establish expectations among Michigan Works! customers concerning the types of services provided at Michigan Works! Service Centers. Only certified service centers may incorporate the Michigan Works! Service Center and American Job Center names and logos as a common statewide identifier;
- Each office location must have a trained staff person: a receptionist and a greeter positioned at the entrance of the Michigan Works! Service Center to direct customers upon entry and assist them in accessing various employment, workforce development, and related community services;
- A system of management and staff development must be in place that supports service integration and collocation principles; and
- Local Memoranda of Understanding, as required by the WIOA, to set forth provisions that describe the services to be provided by the One-Stop provider, how the costs of such services and operating and infrastructure costs will be funded, and the methods of referral of individuals between the One-Stop operators and the One-Stop partners, which define how the coordination of services between the partners will be attained.

Michigan's One-Stop Management Information System: The state utilizes an integrated data system called the One-Stop Management Information System. This internet based system allows for collection of WIOA-Wagner-Peyser and other program data from all of the local workforce areas. Registration information is shared across programs, which allow service delivery, including case management and performance management between the local programs.

Michigan Adult Education Reporting System: The Office of Adult Education requires monthly entry of information about every Adult Education participant in Michigan. The Michigan Adult Education Reporting System is a web-based, centralized electronic database that is updated each time new data is entered. The same central system is being used to track the progress of participants in other career development programs such as the WIOA Title I and Partnership. Accountability. Training. Hope. (PATH).

All state and federally funded Adult Education and literacy programs will use the National Reporting System format to report student performance data. As part of the annual strategic implementation process, the department will continue to monitor and report program results and

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other relevant information to the U.S. Department of Education Office of Career, Technical, and Adult Education.

The Michigan Adult Education Reporting System reporting system includes instructional hours' analysis, the number of participants completing Michigan approved pre-and post-instruction assessments, the percentages of cohorts attaining outcomes, and the percentage of participants achieving educational gain.

Bridges System: Temporary Assistance for Needy Families participants are tracked through a combination of the Michigan Department of Human Services Bridges system and the One-Stop Management Information System. All Partnership. Accountability. Training. Hope. (PATH) referrals are sent by Bridges. Bridges generates an automated PATH referral to the One-Stop Management Information System, as well as generating a PATH appointment notice to the participant.

Upon successful completion of the Application Eligibility Period, Family Independence Program participants are entered into the PATH program. Michigan Works! Agencies enter all participant information and activity data into the One-Stop Management Information System to track work participation requirements.

Michigan Workforce Longitudinal Data System: Michigan was awarded \$1 million in U.S. Department of Labor Employment & Training Administration funds to create a Workforce Longitudinal Data System and to link the Workforce Longitudinal Data System to Michigan's State Longitudinal System. The Workforce Longitudinal Data System allows Michigan to collect, make available, and use privacy-protected educational data across the early childhood, K-12 postsecondary and workforce continuum. This system is providing essential data to Michigan's stakeholders, including students/parents, teachers, legislators, workforce/education policymakers, taxpayers and employers.

From the workforce perspective, the system can link data from the following:

- The WIOA Title I – Adult, Dislocated Worker, and Youth
- The WIOA Title II – Adult Education
- The WIOA Title III – Wagner Peyser
- The Trade Adjustment Assistance
- The Unemployment Insurance Wage Record System
- The Unemployment Benefits
- Temporary Assistance for Needy Families Program Partnership. Accountability. Training. Hope. (PATH) – Michigan Department of Health and Human Services)
- New Hire system (Michigan Department of Treasury)

Michigan's Workforce Development Agency received its second Workforce Data Quality Initiative grant award during June 2015. We will be adding partner agencies and their data to our existing educational, wage and workforce information to provide even more longitudinal results/feedback on a larger population for our stakeholders.

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The linking of database records longitudinally allows comprehensive analysis of the relationship between education and training programs, the provision of employment services, and employment within Michigan. The additional funding brings new partnerships that will expand the population in the Michigan Workforce Longitudinal Data System (WLDS) beyond those served by workforce programs and provide a statewide population to aggregate the study.

Continuing Workforce Longitudinal Data System efforts are being made to link data from the following:

- Expanded Unemployment Insurance Records (via the Michigan Department of State/Secretary of State)
- Pure Michigan Talent Connect and Michigan Training Connect
- Title IV – Vocational Rehabilitation
- Career and Technical Education records
- General Educational Development testing
- Occupational Licensing Systems (Michigan Department of Licensing and Regulatory Affairs).

Working with our partners, the Workforce Development Agency will be expanding the scope of data and track the achievement of students/workers from training/training into the workforce. This enhanced, more robust data will be used by stakeholders to make informed decisions about training and education, policy, and programming to improve our return on investment.

The Workforce Longitudinal Data System partners with the Michigan Department of Education, Center for Educational Performance and Information (CEPI), the Department of Technology, Management and Budget, Labor Market Information, and Unemployment Insurance Agency to merge data from separate systems to allow outcome analysis. Current available reports include:

- Average industry wage by education level
- Average wage by education level
- Time between highest education level and employment
- Time between training and work in a related field
- Average wage and time to employment by Michigan Merit Examination (MME) proficiency
- Average wage and time to employment by MME subject proficiency
- Highest education status
- Students working where they graduate

The Workforce Longitudinal Data System public portal is available on [www.mischooldata.org](http://www.mischooldata.org). The portal offers customizable reports.



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## **Data Alignment and Integration - Vocational Rehabilitation Programs:**

Accessible Web-based Activity Reporting Environment: The two Michigan Vocational Rehabilitation Agencies (Michigan Rehabilitation Services and the Bureau of Services for Blind Persons), utilize internal case management systems. Michigan Rehabilitation Services utilizes the accessible Web-based Activity and Reporting Environment, and the Bureau of Services for Blind Persons utilizes Libera System 7. These systems are able to produce a wide spectrum of supply and demand reports. Customers who are ready for employment are placed in a “Job Ready” category in the Michigan Rehabilitation Services automated case management system (Accessible Web-based Activity Reporting Environment) where they can be easily identified and connected to jobs in-demand. Other reports pertain to metrics that are associated with case load activity by individual and group and provide information on such areas as retention and completion rate of customers (Adjusted Rehabilitation Rate), and the number of individuals who successfully attain competitive employment for a period of not less than 90 days (Successful Rehabilitation Rate).

Tableau: Michigan Rehabilitation Services has invested in new software which provides a direct interface with and integration of data points stored within the Accessible Web-based Activity Reporting Environment case management system. Tableau has the ability to integrate data to provide a variety of reports not currently available through the Accessible Web-based Activity Reporting Environment database. The Tableau system can construct highly customized reports to address where skills gaps occur and where there are viable opportunities for reemployment. Michigan Rehabilitation Services is piloting the functionality of this software in identifying supply and demand information. Tableau shows excellent potential for accuracy and ease of use. The Tableau software system can easily help to track Michigan Rehabilitation Services staff’s interaction with businesses in a variety of ways, date, location, Standard Occupational Code (SOC) and/or by the Standard Industrial Code (SIC). Establishment of this software system is a priority as we continue to keep up quick response rate to businesses that have been asking for qualified applicants.

Talent Acquisition Portal: The Talent Acquisition Portal is a national resource, assists Vocational Rehabilitation with acquiring acquisition information. The Talent Acquisition Portal is an online system which includes both a national talent pool of Vocational Rehabilitation candidates looking for employment and a job posting system for businesses looking to hire individuals with disabilities, including veterans. The Talent Acquisition Portal is supported by the National Employment Team which includes Vocational Rehabilitation Business Consultants in every state who can partner and provide support services to businesses at the national, state, and local level. The Talent Acquisition Portal was built for Vocational Rehabilitation and business to work together for the success of hiring individuals with disabilities.

Michigan Rehabilitation Services is continuing to enhance and expand supply and demand reporting as it relates to tracking metrics that will assist Michigan’s Vocational Rehabilitation system to obtain more specific information such as:

- Tracking the number of customers who obtain employment after completion of training programs in specific labor market areas.

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- Identifying labor market areas that are experiencing skill shortages. In addition, Michigan Rehabilitation Services is working on a national level with entities such as the National Employment Team, to obtain current labor market metrics and information relevant to Michigan to proactively prepare training programs to meet the ever-changing needs of today's market place.
  - The number of customers who attain competitive employment in small, medium, and large companies by prosperity regions consistent with the Governor's plan for improved employment goals within the state.

Michigan Rehabilitation Services is continuing to pilot reporting/tracking systems that will provide additional and essential information relevant to areas such as business services, youth, and hard-to-serve populations. In addition, other areas where gaps in metrics are indicated are also being assessed and prioritized for future service delivery and as required by the WIOA.

The Bureau of Services for Blind Persons will continue to access existing state and national data that identifies employment trends, workforce needs, and the skill sets required. Bureau of Services for Blind Persons counselors will work with individuals who are blind in the area of identifying vocational goals in their Individualized Plans for Employment that are consistent with labor market trends.

In identifying the skill levels of individuals with disabilities, the measurement tools (i.e., Work Keys or similar tools) must be accessible to this population. The ability to accurately assess the skill level of an individual with a disability is dependent on the measurement tools being accessible. Universal design that reflects the needs of individuals with disabilities will be incorporated into all aspects of the Talent Development System. Vocational Rehabilitation will explore the development of a comprehensive assessment across the State of Michigan. Vocational Rehabilitation offers an individualized approach to people and their unique strengths and challenges, which has been an effective model for assessment. Vocational Rehabilitation has both skills and resources to help with the disability and socioeconomic barriers that confront people.

Vocational Rehabilitation will explore the development of a common or connecting intake system with other core partners. Vocational Rehabilitation counsellors and stakeholders bring expertise in guidance and counselling accommodations and assistive technology that is beneficial to the intake process and to other aspects of the talent development system.

Vocational Rehabilitation's Business Network Unit has begun discussions with the One-Stop delivery system regarding providing accessibility evaluations, inclusive of assistive technology devices and services. Windmills disability awareness training, which is aimed at raising awareness of the limitations often imposed on people with disabilities due to a lack of knowledge or low expectations, will also be offered.

*Assessment of Participant's Post-Program Success. Describe how lead state agencies will use the workforce development system to assess the progress of participants who are exiting from core programs in entering, persisting in, and completing postsecondary education, or entering or remaining in employment. States may choose to set additional indicators of performance.*

*Use of Unemployment Insurance Wage Record Data. Explain how the state will meet the requirements to utilize quarterly Unemployment Insurance wage records for performance accountability, evaluations, and as a source for workforce and labor market information, consistent with Federal and state law. (This Operational Planning Element applies to core programs).*

Michigan's Workforce Development Agency received its second Workforce Data Quality Initiative grant during June 2015. Partner agencies, along with their data, are being added to our existing educational, wage, and workforce information to provide additional results. The efforts to link data between programs includes Vocational Rehabilitation, Career and Technical Education, General Educational Development systems, and quarterly Unemployment Insurance wage record data.

*Privacy Safeguards. Describe the privacy safeguards incorporated in the state's workforce development system, including safeguards required by Section 444 of the General Provisions Act (20 U.S. Code 1232g) and other applicable Federal laws.*

Education data is governed by the requirements within the Family Educational Rights and Privacy Act. The release of student information that is protected or identifiable under this law is protected.

### **Priority of Service for Veterans and Referral Process for Jobs for Veterans State Grants**

*Describe how the state will implement and monitor the priority of service provisions for veterans in accordance with the requirements of the Jobs for Veterans Act, codified at Section 4215 of 38 U.S. Code, which applies to all employment and training programs funded in whole or in part by the Department of Labor. States should also describe the referral process for veterans determined to have a significant barrier to employment to receive services from the Jobs for Veterans State Grants program's Disabled Veterans' Outreach Program specialist.*

### **Priority of Service for Veterans:**

Pursuant to 38 United States Code (U.S.C). 4215, all Employment and Training Administration workforce programs provide priority of service to veterans and certain spouses of veterans who

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qualify as “covered persons.” Under the WIOA, as was the case under the Workforce Investment Act, veterans, and eligible spouses receive priority of service in all U.S. Department of Labor-funded employment and training programs. Consistent with TEGL 26-13, the definition of “eligible spouse” includes same-sex spouses.

Priority of service is in effect at all times, not just when funds are limited. Priority is given in the following order:

1. First, to veterans and eligible spouses who are also funded in the groups given statutory priority for the WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority of services with WIOA adult formula funds.
2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the WIOA’s priority groups.
3. Third, to veterans and eligible spouses who are not included in the WIOA’s priority groups.
4. Last, to non-covered persons outside the groups given priority under the WIOA.

The statutory requirement applies to Adult program funds for individualized career and training services. Funds allocated for the Dislocated Worker program are not subject to this requirement.

Priority of Service is monitored as part of the state’s WIOA programmatic reviews. The goal of programmatic reviews is to provide technical assistance, as appropriate, and ensure that established policies, procedures, and systems of the Michigan Works! Agency achieves quality program outcomes that meet the requirements and objectives of the WIOA and federal and state regulations. This program review is in addition to the WIOA fiscal compliance monitoring, and thereby ensures the state will meet program design, as required by the WIOA.

#### **Jobs for Veterans’ State Grant Referral Process:**

The Jobs for Veterans’ State Grant provides funding to support Disabled Veterans’ Outreach Program specialists and Local Veterans’ Employment Representatives. Disabled Veterans’ Outreach Program Specialists provide intensive, one-on-one employment services exclusively to program-eligible veterans and spouses who possess a significant barrier to employment and/or are part of a population group identified as eligible. The purpose of the Disabled Veterans’ Outreach Program Specialists’ services is to assist the client in becoming job ready so they can secure employment utilizing the public workforce system. Disabled Veterans’ Outreach Program Specialists do not interact with employers, nor engage in direct placement, and rely on their Michigan Works! Agency One-Stop Center partners to assist their job ready clients to secure appropriate employment.

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It is the responsibility of the One-Stop Service Center Wagner-Peyser staff to identify such eligible veterans and spouses, and to formally refer them to a Disabled Veterans' Outreach Program Specialist while continuing to provide with all other appropriate services and programs in accordance with priority of service requirements. If a veteran or eligible spouse is interested in pursuing Disabled Veterans' Outreach Program services, One-Stop Center staff must immediately provide that customer with a copy of the Disabled Veterans' Outreach Program application form. It is intended that the form be completed immediately and promptly returned to One-Stop Service Center staff.

It is acceptable and encouraged that eligible veterans and spouses be co-enrolled in any and all appropriate programs simultaneously enrolled in the Disabled Veterans' Outreach Program.

The Local Veterans' Employment Representative's principal duty is to facilitate employment, training, and placement services furnished to all veterans in the state under the applicable state employment service delivery systems. Local Veterans' Employment Representatives operate at the regional level to accomplish these duties by building partnerships with appropriate employer groups, agencies, and service providers and promote the efficient and effective integration of all employment services provided to veterans. They will also provide recommendations and technical assistance to Michigan Works! Agency partners to aid in the facilitation of services to all veterans. Local Veterans' Employment Representatives are fully integrated with local and regional business solutions teams. Local Veterans' Employment Representatives operate at the regional level, and do not provide direct services to any veterans or spouses of veterans.

The Jobs for Veterans State Grants is a fully integrated partner in our Michigan Works! Agency One-Stop Centers. All veterans and spouses of veterans seeking services at our One-Stop Centers will receive appropriate services from all One-Stop partners as would any other job seeker, but with priority of Service for veterans and eligible spouses applied. Prior to receiving services from the Jobs for Veterans State Grants, a veteran or spouse of a veteran is first assessed by non-Jobs for Veterans State Grants One-Stop worker prior to referral.

**a. Addressing Accessibility of the One-Stop System**

*Describe how the one stop delivery system (including one-stop center operators and the one-stop delivery system partners) will comply with Section 188 of the WIOA (if applicable) and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S. Code 12101 et seq.) with regard to the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. This also must include a description of compliance through providing staff training and support for addressing the needs of individuals with disabilities. Describe the state's one stop center certification policy, particularly the accessibility criteria. (This operational planning element applies to core programs).*



### Accessibility:

Michigan Works! Service Centers must be inclusive of all customers to be effective. Inclusion honors and accommodates diversity. A universally accessible system requires meeting the diverse customer needs that exist within the local delivery area, which includes the needs of individuals with disabilities, people of different cultures, and persons with barriers to employment. Where inclusion abounds, centers are welcoming, inviting, accommodating, and accessible to everyone.

As recipients of federal funds, Michigan Works! Agencies are required to comply with various regulations relating to non-discrimination, equal opportunity, and inclusion. The most critical of these regulations are:

- Section 188 of the WIOA.
- Section 504 of the Rehabilitation Act of 1998, as amended.
- Titles I and II of the Americans with Disabilities Act (ADA).
- The Americans with Disability Act Accessibility Guidelines or the Uniform Federal Accessibility Standards.

In addition, priority will be given to assuring that throughout the system, persons with physical, mental, cognitive, and sensory disabilities will have programmatic and physical access to all Michigan Works! Service Center services and activities. Such actions include, but are not limited to:

- Providing reasonable accommodations for individuals with disabilities.
- Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities.
- Administering programs in the most integrated setting appropriate.
- Communicating with persons with disabilities as effectively as with others; and
- Providing appropriate auxiliary aids and services, including assistive technology devices and services where necessary to afford individuals with disabilities an opportunity to participate in, and enjoy the benefits of the program or activity.

### Staff Professional Development:

Michigan's certification criteria for Michigan Works! Service Centers requires that a system of management and staff development must be in place in the local area that supports service integration and collocation principles, as well as informed, professional and customer friendly service.

High Quality Michigan Works! Service Centers train and equip staff via an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and business in an integrated, regionally focused framework of service delivery. Michigan Works! Service Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve customers. Michigan Works! Service Center staff is



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routinely trained and keenly aware of how their particular function supports/contributes to the overall vision of the local Workforce Development Board.

Each year, the Workforce Development Agency, in conjunction with the Michigan Works! Association, hosts a Multi-State Equal Opportunity Officers training seminar. Representatives from the U.S. Equal Employment Opportunity Commission and the U.S. Department of Labor, Civil Rights Center conducted the training. Training focused on social media and employment discrimination, discrimination complaint, investigative techniques, asking telling, using and storing disability related information, recognizing hidden disabilities and identifying strategies to assist individuals, assistive technologies, and web accessibility guidelines.

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**V. COMMON ASSURANCES (for all core programs)**

<b>The State Plan must include assurances that:</b>	
1.	The State has established a policy identifying circumstances that may present a conflict of interest for a State Board or local board member, or the entity or class of officials that the member represents, and procedures to resolve such conflicts;
2.	The State has established a policy to provide to the public (including individuals with disabilities) access to meetings of State Boards and local boards, and information regarding activities of State Boards and local boards, such as data on board membership and minutes;
3.	The lead State agencies with responsibility for the administration of core programs reviewed and commented on the appropriate operational planning elements of the Unified or Combined State Plan, and approved the elements as serving the needs of the populations served by such programs;
4.	<p>(a) The State obtained input into the development of the Unified or Combined State Plan and provided an opportunity for comment on the plan by representatives of local boards and chief elected officials, businesses, labor organizations, institutions of higher education, the entities responsible for planning or administering the core programs and the other Combined Plan programs (if included in the State Plan), other primary stakeholders, and the general public, and that the Unified or Combined State Plan is available and accessible to the general public;</p> <p>(b) The State provided an opportunity for review and comment on the plan by the State Board, including State agency official(s) for the Unemployment Insurance Agency if such official(s) is a member of the State Board;</p>
6.	The State has established, in accordance with the WIOA section 116(i), fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through allotments made for adult, dislocated worker, and youth programs to carry out workforce investment activities under chapters 2 and 3 of subtitle B;
7.	The State has taken the appropriate action to be in compliance with the WIOA section 188, as applicable;
8.	The federal funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program;
9.	The State will pay an appropriate share (as defined by the State Board) of the costs of carrying out section 116, from funds made available through each of the core programs;

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10.	The State has a one-stop certification policy that ensures the physical and programmatic accessibility of all one-stop centers with the Americans with Disabilities Act of 1990;
11.	Service providers have a referral process in place for directing Veterans with Significant Barriers to Employment to Disabled Veterans' Outreach Program services, when appropriate; and
12.	The State will conduct evaluations and research projects on activities under the WIOA core programs; that such projects will be coordinated with, and designed in conjunction with, state and local boards and with State agencies responsible for the administration of all respective core programs; and, further, that the projects will be coordinated with the evaluations provided for by the Secretary of Labor and the Secretary of Education under the WIOA.

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## **Part IV: Program-Specific Requirements for Core State Plan Programs**

### **Title I – Adult, Dislocated Worker, and Youth Programs**

#### *Regions and Local Workforce Development Areas:*

*Identify the regions and the local workforce development areas designated in the state.*

#### **Regions and Local Workforce Development Areas:**

*Regional Approach:* In the past, the workforce system has not been uniformly aligned with the economic developers in a particular area and there has not been a consistent measure of success across regions. In order to maximize workforce resources and create a nimble and responsive system, it is critical that the regional workforce system be aligned with economic development and community partners. This alignment between workforce services, economic development, and community partners can be achieved through both coordinated regional planning and regional industry alliances. Tying this effort together will be regional metrics – measures of success - that share commonality between workforce and economic efforts, and are also comparable across different regions.

Michigan has numerous regional entities, including regional planning and development organizations, metropolitan planning organizations, and workforce boards, resulting in overlapping goals and competing priorities. Michigan's Regional Prosperity initiative empowers local governments within a region to better determine and affect the factors that drive economic prosperity. This initiative recognizes that local partners, who are well-informed and well-resourced, are in a better position to make those decisions and creates the opportunity for them to do so. This formal regional collaboration also provides opportunity for shared service delivery and technical assistance for local communities from their regions. In addition, by creating a strong regional strategy for economic prosperity, local partners will be better able to compete locally in an increasingly global economy.

The Regional Prosperity Initiative was signed into law as part of Michigan's Fiscal Year 2014 budget, establishing ten [Prosperity Regions](#) throughout the state. The initiative encourages local private, public, and non-profit partners to create vibrant regional economies.

*Describe the process used for designating local areas, including procedures for determining whether the local area met the criteria for “performed successfully” and “sustained fiscal integrity” in accordance with 106(b)(2) and (3) of the WIOA. Describe the process used for identifying regions and planning regions under section 106(a) of the WIOA. This must include a description of how the State consulted with the local boards and chief elected officials in identifying the regions.*

## **Process and Criteria for Identification of State Regions:**

### **Process:**

The Governor's process to identify the State's Prosperity Regions was inclusive and deliberate. The Governor convened a group of subject matter experts, stakeholders from local government associations, state departments, economic development organizations, universities and policy research organizations.

- This group included the Workforce Development Agency, Michigan's Labor Market Information Office, the Michigan Association Regions, Michigan Municipal League, Michigan Association of Counties, Michigan Townships Association, Upjohn Institute, Michigan State's Land Use Policy Institute, the Citizens Research Council, and many more.
- Representatives were diverse, representing all areas of the state – both urban and rural, practitioners and policy specialists, etc.

Participants reviewed multiple presentations and considered hundreds of economic factors, regional indicators, and assets. The participants were then asked to identify critical aspects of an economic region, which provided the basis for the seven criteria used to identify the regions. Recommendations formulated by this group informed the Governor's final decision on regional designations, with the creation and purpose of the regions announced in a press release from the Governor's Office.

### **Criteria:**

As part of our work to implement the WIOA, hundreds of factors were taken into consideration during the deliberation and creation of Michigan's prosperity regions. Seven categories and their sub-points acted as key considerations during the deliberation and decision process.

- Movement of People and Goods
- Centers of Commerce and Regional Assets
- Functional Size
- Concentration/Density of People and Business, Attention to Urban and Urban Business Areas
- Natural Landscape Distributions and Rural Impact
- Regional Identity
- Governor's Vision, Historical Efforts, and Likelihood of Success

The regions have two key purposes:

- To create a platform for collaboration and alignment of all state programs and services; and
- To complement the creation of the Governor's Regional Prosperity Grant Initiative, a voluntary and competitive grant program that provides local and regional partners funding to strengthen regional collaboration and planning. Workforce Agencies, deemed

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critical to economic development are a required partner for any grant application. To date, all ten regions have applied, with all Michigan Works! Agencies participating in the effort.

To provide timely and clear information about the regions to our local and regional partners, a team of staff from the Executive Office and several state departments, including the Director of the Workforce Development Agency, travelled throughout the state, visiting each region and meeting with local stakeholders, which included Michigan Works! Agencies and their leadership.

Governor Snyder is confident that these ten regions represent the state's natural economic basins and is heartened by the work that is already being done by our local partners, and that the effort will increase collaboration and strengthen Michigan's competitiveness.

To better serve our employer customers, the State of Michigan has developed a [Prosperity Regions Talent Map](#), a web-based tool designed for workforce, economic development and education/training stakeholders to connect, collaborate, and create. The Talent Map provides information such as regional and labor market information about growth for industries and businesses, initiatives, and upcoming events such as talent fairs within the region.

The Regional Prosperity Initiative will ensure that the State of Michigan is investing in the success of our regions, their local communities, and our economy in ways that are meaningful to the people who are working, playing, and doing business there every day. This will ensure that our finite resources are being used wisely. As a result of collaborative efforts for regional prosperity, the state will also be better equipped to attract and retain talent that is so essential to remaining globally competitive. Finally, strong regions will give the state a new avenue by which to delivery state services that is more efficient and responsive to the needs of the regional economy. As federal dollars become scarcer, this helps to ensure that available resources have the greatest impact possible for both job creators and residents.

### **Local Area Designations:**

Based on the aforementioned data driven process, the transition from local area designation as a Workforce Investment Act local area to a WIOA local area occurs, using two distinct methods:

- Designation of workforce areas that were designated as a local area to a WIOA local area – Initial Two-Year Designation:

The Governor approves the request if, for the two (2) program years preceding the date of enactment of the WIOA, the following criteria were met:

- Was designated as a local area for purposes of Workforce Investment Act;
- Performed successfully, meaning the local area met or exceeded all levels of performance and the local area has not failed any individual measure for the last two (2) consecutive program years prior to the enactment of WIOA; and



- Sustained fiscal integrity, meaning that the secretary has not made a formal determination that either the grant recipient or the administrative entity of the area mis-expended funds due to willful disregard of the requirements of the provision involved, gross negligence, or failure to comply for the two (2) years preceding the determination.

Regardless of whether a local workforce development area meets the criteria for initial two-year designation, it is up to the Chief Elected Official (CEO) to review and determine if a change in local area composition would be beneficial for job seekers, workers, and businesses being served using the criteria established under the WIOA. Initial designation applies for the balance of PY 2015 and all of PY 2016.

- Designation of workforce development areas that were not designated as local areas under the Workforce Investment Act – Discretionary Designation:

A local area that does not meet the criteria for submitting a request for initial two-year designation must request discretionary designation. The Governor approved requests for discretionary designation from the CEO of a local area that was not designated under the Workforce Investment Act that:

- Is consistent with labor market areas;
- Is consistent with regional economic development areas;
- Has available the Federal and non-Federal resources necessary to effectively administer the WIOA activities;
- Has appropriate education and training providers; and
- Is consistent with the geographical boundaries of the Regional Prosperity Initiative.

Statewide Activities funding was designated for incentive funding and awarded to local areas that were designated under the discretionary designation, so long as they were consistent with the following incentive criteria:

- The new local area included, at minimum, to former local areas that were designated under the Workforce Investment Act;
- The new local area aligned with the [Regional Prosperity Initiative Map](#);
- The new local area designation was completed by October 1, 2015, including the execution of a new interlocal agreement (PA 7 or PA 8), creation of the new Local Elected Official board, designation of a fiscal agent, appointment of the new Workforce Development Board, and identification of staff to assist the local board. The designated fiscal agent and identified board staff could be the same as those who served in the same or similar capacity under the Workforce Investment Act or they could be newly identified.

To allow time for local areas that did not qualify for initial designation or local areas that qualified for initial designation but are consolidating under discretionary designation to align with the Regional Prosperity Initiative, are allowed to operate on a transitional basis

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for Program Year 2015. For areas that are seeking discretionary designation where transition was not completed by October 1, 2015, where a transition period is necessary, the Workforce Development Agency identified the fiscal agent. The transitional fiscal agent has all of the rights and responsibilities for the financial management administration of awards made to the local area.

If a local area was denied initial two-year or subsequent designation, the Chief Elected Official (CEO) may submit an appeal to the State consistent with the current [Workforce Development Agency Grievance and Complaint Policy](#).

After the initial two-year designation period, the State will approve requests for subsequent designation from the CEO and the local Workforce Development Board if the following criteria are met during the two (2) years of initial designation:

- The local area performed successfully;
- The local area sustained fiscal integrity; and
- In the case of a local area in a planning region, the local area met the planning requirements described in the WIOA Section 106(c)(1) and operated in a manner consistent with the Regional Prosperity Initiative and the Talent District Charter.

Subsequent designation does not apply to areas that received discretionary designation.

*Provide the appeals process referred to in Section 121(h)(2)(E) of the WIOA relating to determinations for Infrastructure Funding.*

### **Appeals Process:**

Development and implementation of local level Memorandums of Understanding assists local partners with effective coordination and collaboration of programs, services, and governance structures. In collaboration with the One-Stop Operator, each local partner is a partner to the local memorandum of understanding and shares responsibility in its development, incorporating all required information as outlined in the WIOA at Section 121(c)(2).

In development of the section of the memorandum of understanding on One-Stop infrastructure funding, the local board and Chief Elected Official are responsible for the following:

1. Ensure that the One-Stop partners adhere to all One-Stop infrastructure funding guidance.
2. Work with One-Stop partners to achieve consensus and informal mediate any possible conflicts or disagreements among One-Stop partners.
3. Provide technical assistance to new One-Stop partners and local grant recipients to ensure that those entities are informed and knowledgeable of the elements contained in the memorandum of understanding and the One-Stop infrastructure costs arrangement.

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In the local One-Stop infrastructure funding mechanism, One-Stop partner programs can determine what funds they will use to fund infrastructure costs. The use of these funds must be in accordance with all applicable requirements, with the relevant partner's authorizing statutes and regulations, including, for example, prohibitions against supplanting non-federal resources, statutory limitations on administrative costs, and all other applicable legal requirements. There are no specific caps on the amount or percent of overall funding a One-Stop partner may contribute to fund infrastructure costs under the local One-Stop funding mechanism, except that contributions for administrative costs may not exceed the amount available for administrative costs under the authorizing statute of the partner program. However, amounts contributed for infrastructure costs must be allowable and based on proportionate use by or benefit to the partner program, taking into account the total cost of the One-Stop infrastructure as well as alternate financing options, and must be consistent with all applicable cost principles.

In addition to infrastructure cost, the Memorandums of Understanding must also include other shared operational costs relating to the operation of the One-Stop, which must include applicable career services as outlined in Section 678.760 of the Proposed Rules. These shared costs must be allocated according to the proportion of benefit received by each of the partners consistent with applicable federal law and cost principles.

Additionally, One-Stop partners may jointly fund shared services to the extent consistent with their programs' Federal authorizing statutes and other applicable legal requirements. The costs must be reasonable, necessary and allocable. Shared services' costs may include the costs of shared services that are authorized for and may be commonly provided through the one-stop partner programs to any individual, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other one-stop partners, and business services. Shared operating costs may also include shared costs of the local board's functions. Any shared costs agreed upon by the One-Stop partners must be included in the memorandum of understanding.

The Memorandums of Understanding must specify how the shared costs associated with the One-Stop delivery system are to be apportioned amongst the various partners. Some costs may be 'pooled' and apportioned by means of a formula consistent with 'Generally-Accepted Accounting Principles,' while others may be charged to the partners based upon an agreed-upon formula that reflects each respective program's fair share. Cost-sharing may be applied to services that are of common benefit to all partners, such as customer intake and referral, as well as to the expenses of the local board's functions. Cost allocation plans determined by either method must take into consideration the rules, regulations, and prohibitions of partner funding sources so as to produce no conflict between the program's contribution to the One-Stop delivery system and the partner's programmatic requirements, as specified in the WIOA, Section 678.760, paragraphs (a), (b), and (c).

The memorandum of understanding may include an interim infrastructure funding agreement, including as much detail as the local board has negotiated with One-Stop partners, if all other parts of the memorandum of understanding have been negotiated, in order to allow the partner programs to operate in the One-Stop centers. The interim infrastructure agreement must be

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finalized within six months of when the memorandum of understanding is signed. If the interim infrastructure agreement is not finalized within six months, the local board must notify the Governor regarding the delay in finalizing the plan. Once the final infrastructure costs plan is approved, the local board and One-Stop partners must amend the memorandum of understanding to include the final plan for funding infrastructure costs.

If, after July 1, 2016, and each subsequent July 1, the local board, Chief Elected Officials, and One-Stop partners do not reach consensus on methods of sufficiently funding local infrastructure through the local infrastructure cost funding mechanism, and include that consensus agreement in the signed memorandum of understanding, then the local board must notify the Governor and the Governor must administer funding through the State's One-Stop funding mechanism.

- 1.) Referral Strategies: The methods of referral of individuals between the One-Stop Operator and the One-Stop partners for appropriate services and activities.
- 2.) Inclusion Strategies: The methods employed to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the One-Stop delivery system.
- 3.) Other Provisions: Any other provisions determined to be appropriate for inclusion by the parties signing the memorandum of understanding
- 4.) Duration: The duration of the memorandum of understanding and the procedures for amending the memorandum of understanding, and assurances that the memorandum of understanding will be reviewed at least once every three years, in accordance with Section 121(c)(2) of the WIOA, to ensure appropriate funding availability and delivery of services.

The Memorandums of Understanding must be re-executed whenever a local board is reorganized, consolidated, divided, or in any other situation in which the local board for the local service delivery area ceases to be the same local board as the one who originally executed the Memorandums of Understanding currently in place.

Local areas may incorporate required memorandum of understanding language into their service provider contracts in lieu of executing a formal memorandum of understanding. All memorandum of understanding content requirements as outlined above must be embedded within the contracts in such cases in order to meet the requirements of this policy issuance and signed by all three required individuals (Chief Elected Official, Workforce Development Board chair and partner).

In cases where the Workforce Development Agency has granted a Michigan Works! Agency a waiver allowing for direct delivery of services for a specific program(s), a memorandum of

understanding is not required for that program. This exemption will cease to apply upon expiration of the waiver.

### **Memorandum of Understanding Impasse**

The local board must report to the State Board, Governor and relevant state agencies when memorandum of understanding negotiations with One-Stop partners have reached an impasse. The local board and partners must document the negotiations and efforts that have taken place in the memorandum of understanding. The Governor may consult with relevant partners, including appropriate federal agencies, to address impasse situations related to issues other than infrastructure funding after attempting to address the impasse. Impasses related to infrastructure cost funding must be resolved using the State One-Stop infrastructure funding mechanism described in Section 678.730 of the Proposed Rules. If the state cannot assist the local board in resolving the impasse, the Governor must report the failure to the Secretary of Labor and to the head of any other federal agency with responsibility for oversight of a partner's program.

In the State One-Stop infrastructure funding mechanism, the Governor, after consultation with the chief elected officials, local boards, and the State Board, determines one-stop partner contributions, based upon a methodology where infrastructure costs are charged to each partner in proportion to relative benefits received and consistent with the partner program's authorizing laws and regulations, including the federal cost principles, and other applicable legal requirements.

The State Board will develop an allocation formula to allocate funds to local areas to support the infrastructure costs for local One-Stop centers for all local areas that did not use the local funding mechanism. The allocation formula must take into account the number of one-stop centers in a local area, the population served by such centers, the services provided by such centers, and other factors relating to the performance of such centers that the State Board determines are appropriate and that are consistent with federal cost principles.

### **Statewide Activities**

*Provide state policies or guidance for the statewide workforce development system and for use of funds for workforce investment activities.*

Statewide activities funds are being used and prioritized to carry out the following required activities:

- **Operating a fiscal management and accountability system.**  
The State of Michigan has established, in accordance with the WIOA section 116(i), fiscal control and fund accounting procedures that are necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through allotments made for adult, dislocated worker, and youth programs to carry out workforce investment activities under chapters 2 and 3 of subtitle B.

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The Workforce Development Agency administers numerous federally funded programs providing training, employment, and reemployment services. In 2011, the state's workforce development functions and programs were consolidated with the Michigan Strategic Fund. The Michigan Strategic Fund Finance and Administrative Services functions as the cognizant/oversight agency and is responsible for budget, procurement, office service, and accounting support. In its effort to provide efficient and effective services to its customers, the Workforce Development Agency focuses heavily on performance management.

- Dissemination of the State's list of Eligible Training Providers.  
The Workforce Development Agency, in coordination with the Michigan Department of Technology, Management and Budget, has rebuilt and renamed the Career Education Consumer Report. The new name, Michigan Training Connect, is embedded in Pure Michigan Talent Connect. Michigan Training Connect has a new look and updated features, greater functionality and accessibility via mobile applications, and linkages to features available through Pure Michigan Talent Connect. The robust system will provide up-to-date information about in-demand occupations, training programs that the skill needs of employers, and information about available jobs and occupations.
- Technical and Regional Assistance to local areas.  
The state will continue to publish and disseminate performance outcomes on a quarterly basis for all local areas. These reports allow the state and local areas to monitor performance outcomes in order to establish trends and identify measures requiring corrective action. Furthermore, performance data is available at the contractor level. The WIOA program staff will monitor performance, identify issues, and provide technical assistance, as needed.

The Workforce Development Agency is moving forward in a coordinated effort to improve the quality and consistency of its monitoring and oversight activities, while relying on and providing opportunities for Workforce Development Agency Coordinators to bring their professional judgments and experience to the process. The Workforce Development Agency staff will continue to conduct programmatic reviews to ensure effective grant monitoring and oversight utilizing a comprehensive set of monitoring and oversight activities, including on-site monitoring, quarterly desk reviews, and ongoing technical assistance and training.

Use of the Workforce Development Agency Monitoring Guides by Workforce Development Agency Coordinators is required, although Workforce Development Agency staff is encouraged to modify and enhance guides as needed to meet the specific needs of each review. In addition, Workforce Development Agency Monitoring Guides are living documents that will be updated regularly to reflect changes in law, regulation, and/or policy, as well as to include any improvements which will make the guides easier and more effective to use. The Workforce Development Agency Coordinators are encouraged to discuss and provide feedback and suggestions for such improvements to their unit managers.



- High Concentrations of Youth.

In accordance with the WIOA Section 129(b)(1)(F), the Workforce Development Agency has allocated the WIOA Statewide Activities funding to provide additional assistance to local areas that have a high concentration of the WIOA eligible youth. The local areas selected to receive funding were chosen based upon evaluation of 2010 census data regarding the percentage of eligible youth as compared to the total population of youth in each local service delivery area. A statewide average was then determined and any local area that exceeded the statewide average for eligible youth was selected to receive funding.

The funds were awarded in order to carry out the following activities:

- Provide an objective assessment of the academic levels, skill levels, and service needs of each participant, including a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs of such participant, for the purpose of identifying appropriate services and career pathways for participants.
- Develop service strategies for each participant that are directly linked to one or more of the indicators of performance described in the WIOA Section 116(b)(2)(A)(ii), and that identifies career pathways that include education and employment goals, appropriate achievement objectives, and appropriate services for the participant, taking into account the assessment.
- Provide:
  1. Activities leading to the attainment of a secondary school diploma or its recognized equivalent, or a recognized postsecondary credential;
  2. Preparation for postsecondary educational training opportunities;
  3. Strong linkages between academic instruction and occupational education that lead to the attainment of recognized postsecondary credentials;
  4. Preparation for unsubsidized employment opportunities as appropriate; and
  5. Effective connections to employers in in-demand industry sectors and occupations of the local and regional labor markets.
- Local programs are required to include each of the fourteen program elements as options available to all youth participants.

- Evaluations.

The State of Michigan will continue to conduct evaluations in order to establish and promote methods for continuously improving such activities to achieve high-level performance within, and high-level outcomes from, the statewide workforce investment system. Evaluations include analysis of customer feedback, outcome and process measures for the workforce investment system, as required.

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Evaluation is a critical component of program services. Michigan will continue to evaluate the effectiveness of local programs by conducting comprehensive programmatic reviews for the entire Michigan Works! System. Programmatic reviews ensure that the Michigan Works! System achieves quality program outcomes that meet the requirements and objectives of the WIOA and federal and state regulations. The WIOA programmatic reviews will provide guidance and direction to local programs in order to assist in providing quality workforce development services to our customers and provide a framework for continuous improvement efforts under the WIOA. Program reviews also offer the opportunity for disseminating information about effective program practices to the entire Michigan Works! System.

Michigan is investing time and resources to analyze existing workforce data through utilization of a dashboard system. The Michigan Talent Dashboard includes information on our employment, environmental, and other key initiatives related to our workforce investment system. The Michigan Works! System Dashboard provides information on key performance measures in aggregate form and then, further broken out by each of our local service delivery areas.

In addition to funding the above referenced WIOA mandated activities, statewide activities funds are being used for those activities deemed most essential to the basic functions of the workforce investment system, including oversight of the local workforce investment boards and the WIOA programs. Statewide funds are being used to carry out the following allowable activities:

- State Level Administration.  
Includes the following functions:
  - Staff costs for program oversight and monitoring.
  - One-Stop Management Information System and related staff costs: The state uses a single integrated data collection system, known as the One-Stop Management System. This ensures that all local providers collect, report, and maintain the same data elements. The current One-Stop programs represented in the One-Stop Management Information System are:
    1. The Wagner-Peyser funded services
    2. The Welfare Reform Programs
    3. The WIOA Programs, and
    4. The Trade Adjustment Assistance
  - Department of Information Technology costs associated with maintenance and system upgrades to the One-Stop Management Information System, the Management of Awards to Recipients System, the Michigan Adult Education and Reporting System, and Michigan Training Connect (Michigan's Eligible Training Provider List) system upgrades.

- Customer Satisfaction Surveys.

Michigan continues to conduct customer satisfaction surveys for the time being. The contract requires that 70 percent of 5,100 records containing information for both employers and participants be surveyed annually. Michigan Works! Agencies may request copies of the surveys to conduct follow-up, or to conduct analysis on services provided through their contractors.

- Michigan Works! Service Center Operations.

The Workforce Development Agency has allocated the WIOA Statewide Activities funding to provide funds to be used in support of Michigan Works! Service Center Operations. The allocation for each Michigan Works! Agency is based on a formula derived from the relative size of the local area's labor force; however, the number of customers served by the service center(s) and the number of service centers in the local area, both full service centers and satellite centers, were taken into account in determination of the final awards.

Service center operation funds may be used in support of all activities to improve customer service, inform and educate the public about service centers and upgrade facilities. The use of service center funding to purchase or maintain participant reporting systems or job matching systems that duplicate those provided by the state is prohibited.

- Memorandum of Understanding with Office of Labor Market Information and Strategic Initiatives.

The Workforce Development Agency has entered into a memorandum of understanding with the Michigan Department of Technology, Management, and Budget's Office of Labor Market Information and Strategic Initiatives. The memorandum of understanding provides for the collection, development, and analysis of economic, demographic, and labor market information in support of initiatives designed to strengthen Michigan's workforce and talent systems and address the immediate and long-term talent needs of employers. The information is intended to provide customized information in order to provide an adequate basis for effective decision-making, program management, and review of workforce / talent development efforts in the state.

- Special Projects Funding.

Funds have been set aside for yet-to-be-determined special projects generated by the Workforce Development Agency. Special projects could include, but are not limited to, workforce and economic information and data needs, support for statewide planning activities around the WIOA, support for regional and local activities, surveys, evaluations, and additional enhancements to the MI Training Connect (Michigan's eligible training provider list). Funds may also be utilized to provide additional support for service center operations, commensurate with the level of any remaining set aside funds.

- [Capacity Building and Professional Development Funds to Michigan Works! Agencies.](#)  
To most efficiently and effectively utilize these funds to benefit the entire Michigan Works! System, funds are allocated using a regional approach.

Activities supported by these funds assist in addressing the goals of local strategic plans and the needs of local employers for a skilled workforce. The funding is awarded regionally, but benefits the entire workforce system.

Funds may be utilized for, but not limited to, supporting state and local partnerships, enhancing system capacity to provide opportunities for individuals with barriers to employment to enter in-demand industry sectors or occupations and nontraditional occupations, developing and improving local program performance and goals, and assisting ongoing system development and proficiency, including professional development and technical assistance. In addition, a dedicated portion of the funding must be used to support Lean training.

*Describe how the state intends to use Governor's set aside funding, how the state will utilize Rapid Response funding to respond to layoffs and plant closings and coordinate services quickly to aid companies and their affected workers, and describe any layoff aversion strategies they have implemented to address at risk companies and workers.*

### **Rapid Response Funds:**

The Workforce Development Agency is responsible for providing Rapid Response services and serves as the recipient of plant closings / mass layoff notices required under the Worker Adjustment and Retraining Notification (WARN) Act.

Rapid Response is a key component to Michigan's strategy to create a unified local approach to working with employers and providing a comprehensive array of services to employers. As a business service, Rapid Response promotes a full range of services available to help companies in all stages of the economic cycle. Michigan promotes Rapid Response as a positive, proactive, business-friendly service, rather than just a reactive service. Early intervention facilitates a relatively quick and unencumbered transition to employment or training, following either a permanent closure or mass layoff, or a natural (or other) disaster resulting in mass job dislocation.

Rapid Response activities are carried out by the WIOA Title I Section, located within the Workforce Development Agency. A WIOA state coordinator is assigned to a geographic territory with the responsibility for the coordination of rapid response activities between the state and the local areas. The Rapid Response Team process involves a unique mix of state agencies and local service providers, together with the private sector and organized labor. The goal of all concerned parties is to provide support as well as technical assistance that will enable dislocated workers to make a successful transition to reemployment.

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The WIOA state coordinators participate in cross training on programs and services most relevant to each local area or region. State coordinators provide information and assistance on available federal, state, and private grants and funding resources to assist employer with their workforce needs. With the input and support of all parties involved, our process ensures that Michigan continues to administer one of the best dislocated worker programs in the country. A managed Rapid Response process addresses plant closings and mass layoffs, including worker re-training, job placement, and related needs. Local and state roles are clearly defined. Generally, plant closings and mass layoff events involving less than 50 workers are referred to the local Michigan Works! Agencies for assistance. Coordinators gather information, give company representative(s) an overview of Dislocated Worker program services, and provide contact information for the nearest Michigan Works! Agency. The Michigan Works! Agency coordinates worker orientation meetings to provide affected workers with information about unemployment and reemployment services.

The state has a comprehensive procedure to serve customers using the WIOA Rapid Response, the WIOA Dislocated Worker, and Trade Adjustment Assistance Programs. The Rapid Response team begins the process by interacting with companies that have, or plan to, lay off workers. Information regarding WIOA Dislocated Worker and Trade Adjustment Assistance are provided to the company, and if applicable, union officials at this early stage. Worker meetings are planned at this point to discuss the available workforce programs in more detail.

Demand-driven strategies target industries based on an area's perceived comparative advantages and create relationships with key stakeholders in those industries. Ideally, demand-driven strategies help industries by improving operations, as well as enhancing industry development. Currently, many demand-driven programs identify shortages of skilled workers as a major impediment to growth.

To ensure high quality and maximum effectiveness, successful Rapid Response strategies must include at least the following:

- Convening, facilitating, and brokering connections, networks and partners;
- Strategic planning, data gathering and analysis designed to prepare for, anticipate, and manage economic transition;
- Informational and direct reemployment services for workers; and
- Solutions for businesses in transition, growth, and decline.

The planning and information gathering necessary for effective Rapid Response also establishes an awareness of and familiarity with the talent needs of a region, and allows the workforce system the ability to strategically meet the needs of both hiring employers and those facing layoffs. Providing an environment to engage industry leadership on a broad range of workforce issues facilitates the identification of necessary resources. Convening employers, and when appropriate, partners and other resources, allows comprehensive dialogue between employers and training institutions, resulting in collaborative problem-solving; creating unique approaches to career pathways; addressing curriculum strategies and ultimately enhancing competitiveness and reducing the potential for future layoffs.

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The aforementioned strategies are all part of a demand-driven system and a key component of a comprehensive [layoff aversion strategy](#).

*Describe the state policies and procedures to provide Rapid Responses in the cases of natural disasters, including coordination with Federal Emergency Management Agency and other entities.*

In Michigan, all Federal Emergency Management Agency services are coordinated through the Michigan State Police, Emergency Management and Homeland Security Division, Federal Emergency Management Agency, U.S. Small Business Administration and local officials. In the event of a natural disaster, the Workforce Development Agency will work with a local area to determine if applying for a National Dislocated Worker Grant is the appropriate action to secure additional funding to service affected workers.

*Describe how the state provides early intervention to worker groups on whose behalf a Trade Adjustment Assistance petition has been filed. This description must include how the state disseminates benefit information to provide Trade Adjustment Assistance-affected workers in the groups identified in Trade Adjustment Assistance petitions with an accurate understanding of the provision of Trade Adjustment Assistance benefits in such a way that they are transparent to the Trade Adjustment Assistance affected dislocated worker applying for them. Describe how the state will use funds that have been reserved for Rapid Response to provide services for every worker group that files a Trade Adjustment Assistance petition.*

The state has a comprehensive procedure to serve customers using the WIOA Rapid Response, the WIOA Dislocated Worker, and Trade Adjustment Assistance programs. A Rapid Response team begins the process by interacting with companies that have, or plan to, lay off workers. As soon as company closure or layoff information is known, this information is disseminated to Trade Adjustment Assistance state staff. Coordination begins at an early stage for consideration of a Trade Adjustment Assistance petition. Information regarding the WIOA Dislocated Worker and Trade Adjustment Assistance are provided to the company, and if applicable, union officials at this early stage. During this process, the Trade Adjustment Assistance program is introduced and a Trade Adjustment Assistance petition is given to the company (and union if applicable) officials. Contact information for the state Trade Adjustment Assistance petition expert is provided as well. The state can provide assistance in filing the petition, or file the petition on the behalf of workers.

Worker meetings are planned at this point to discuss the workforce program available in more detail, including the Dislocated Worker program. The Trade Adjustment Assistance worker benefit orientation meetings occur when, and if, certification occurs. The Trade Adjustment Assistance worker benefit orientation meetings expand upon the Rapid Response worker meeting and provide detailed information on all Trade Adjustment Assistance benefits and services. The integration of the State's Rapid Response and Trade Adjustment Assistance programs ensures



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workers will receive prompt and accurate information to make informed career and employment decisions.

The Michigan Works! Agencies are encouraged to co-enroll Trade Adjustment Assistance customers into the WIOA Dislocated Worker programs as applicable. The Trade Adjustment Assistance State Manual states “In accordance with federal regulations, each Michigan Works! Agency shall provide a full range of reemployment services, including mandated services, to eligible workers. These services include case management, training, job search/relocation allowances and other dislocated worker programs administered by the Michigan Works! Agency to maximize program efficiency and prevent duplication of services.”

Trade Adjustment Assistance funds are used as the first funding source for training, but co-enrolled participants can receive the WIOA services unavailable in the Trade Adjustment Assistance program. Co-enrollment is strongly encouraged, and is consistently discussed at Michigan Works! Agency training seminars and Trade Adjustment Assistance program reviews.

State Trade Adjustment Assistance staff will coordinate with the WIOA employer-based training initiatives that support the demand-driven model and coordination of Trade Adjustment Assistance and the WIOA Dislocated Worker programs.

In addition, the state is committed to understanding the reasons why Trade Adjustment Assistance-certified workers use or do not use their Trade Adjustment Assistance benefits. After an extensive outreach and reengagement effort was completed, the state will continue efforts to engage previously certified workers.

#### **Adult and Dislocated Worker Requirements:**

*If the state is utilizing alternative training models (e.g. on-the-job training, incumbent worker training, transitional jobs, and customized training) as part of its training strategy and these strategies are not already discussed in other sections of the plan, describe the state’s strategies for how these models ensure high quality training for both the participant and the employer.*

#### **Alternative Training Models**

Work-based training is employer-driven, with the goal of unsubsidized employment after participation. Generally, work-based training involves a commitment by an employer or employers to fully employ successful participants after they’ve completed a training program. Customized training, on-the-job training, incumbent worker training, transitional jobs, and registered apprenticeships are all identified as work-based training services. Each of these work-based training models can be effectively used to target different job seeker and employer needs.

Michigan Works! Agencies are required to have a local policy in place that includes a strategy for providing work-based training services. The work-based training policies for each of the work-based training services may be under separate cover or may be included in the Michigan

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Works! Agency's WIOA comprehensive plan. Local training policies and contracts will be reviewed during the WIOA programmatic reviews.

### Customized Training

Customized training is designed to provide local areas with the flexibility to ensure that training meets the unique needs of job seekers and employers or groups of employers. Customized training is to be used to meet the special requirements of an employer or group of employers and conducted with a commitment by the employer to employ all individuals upon successful completion of training.

Employers pay a significant portion of the training costs, as determined by the local board, taking into account the size of the employer and other factors that may include the number of employees participating in training; the wage and benefit levels of the employees (at present and anticipated upon completion of the training); the relation of the training to the competitiveness of the participant; and other employer-provided training and advancement opportunities.

For employed workers to qualify for customized training, the employee must not be earning a self-sufficient wage as determined by local board policy, and the aforementioned requirements must be met. The training must incorporate new technologies, processes, or procedures, skills upgrades, workplace literacy, or other appropriate purposes as identified by the local board.

### On-the-Job Training

On-the-job training is primarily designed to provide a participant with the knowledge and skills necessary for the full performance of the job. On-the-job training is a critical tool that can help job seekers enter into successful employment. The term "on-the-job training" means training by an employer that is provided to a paid participant while engaged in productive work in a job that:

- Provides knowledge or skills essential to the full and adequate performance of the job;
- Provides reimbursement to the employer of up to a percentage of the wage rate of the participant for the extraordinary costs of providing the training and additional supervision related to the training; and
- Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

### Participant Eligibility

Prior to approving an on-the-job training, the local area must assess the potential participant to ensure suitability for the training. The assessment, at a minimum, shall include the relevant occupation's specific skill requirements, the participant's academic and occupational skill level, prior work experience and the Individual Employment Plan or Individual Service Strategy. The Individualized Education Program must reference the lack of skills and the need for an on-the-

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job training. The results of the assessment will be used, in part, to determine the appropriateness of and suitability for the on-the-job training, along with determining the duration of the training.

### Employer Eligibility

On-the-job training is provided under an agreement with an employer in the public, private non-profit or private sector. Prior to entering into an on-the-job training agreement with an employer, the local Michigan Works! Agency shall conduct a pre-screening to ensure that the employer meets the minimum standards and can provide both training and long-term employment to an on-the-job training participant.

A local Michigan Works! Agency may not enter into an on-the-job training contract with an employer who has previously exhibited a pattern of failing to provide on-the-job training participants with continued long-term employment. Training positions covered by an on-the-job training contract must not have been created by the displacement of employed workers in the same or similar position.

A local Michigan Works! Agency may not enter into an on-the-job training contract with employers who have relocated their business or part of their business from any location in the United States, in the past 120 days, that has resulted in any employee losing his or her job at the original location.

Employers must offer wages, benefits, and working conditions that are equal to those provided to regular employees who have worked for a similar length of time and are doing the same type of work. The employer must comply with all applicable federal, state, and local laws and regulations providing safe and clean working conditions.

If a union is present at the worksite, a union concurrence is required as part of the contract.

Local areas should target priority industries identified by local Workforce Development Boards consistent with a demand-driven workforce system. Occupations targeted for on-the-job training should be defined in the local on-the-job training policy and should align and support the Michigan Industry Cluster Approach. Targeted outreach should then occur within those industries.

### On-the-Job Training and Staffing Agencies

Many job openings are filled by “host employers” using staffing or personnel agencies. Staffing agencies are usually the employer of record. They provide pay and benefits and are responsible for payroll taxes and workers’ compensation. The host employer is usually responsible for providing the work and work space. Training can be the responsibility of the host employer, the staffing agency, or both.

When formula WIOA funds are used for an employment situation involving a staffing agency, several factors must be considered prior to approving on-the-job training funding:

- Turnover pattern
- Pay and benefits

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- Documentation
  - The Reimbursement check

### On-the-Job Training and Employed Workers

An on-the-job training contract may be written for eligible employed workers when the following circumstances are met:

- The employee is not earning a self-sufficient wage, as determined by local board policy;
- Requirements in Section 683.700 of the WIOA proposed rules are met; and
- On-the-job training relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to a new job that requires additional skills, workplace literacy, or other appropriate purposes as identified by the local board.

### Employer Reimbursement

Payments to employers are deemed to be compensation for the extraordinary costs associated with training participants and potentially lower productivity of the participation while in the on-the-job training. Employers are not required to document such extraordinary costs. However, they are understood to include costs resulting from:

- More intensive supervision;
- Above average material waste;
- Abnormal wear on tools;
- Down time; and
- Lower rates of production.

The reimbursement is not a wage subsidy. Expectations are that the participant will continue working even after the payments to the employer end and that the participant will continue to receive compensation and benefits commensurate with the job performance.

Reimbursements are limited to 50 percent of the wage rate of an on-the-job training participant. Under certain conditions, the on-the-job training reimbursement rate may be raised to 75 percent of the wage rate when taking into account the following factors:

- The characteristics of the participants taking into consideration whether they are “individuals with barriers to employment” as defined in the WIOA Section 3(24);
- The size of the employer, with an emphasis on small businesses;
- The quality of employer-provided training advancement opportunities, for example if the on-the-job training contract is for an in-demand occupation and will lead to an industry-recognized credential; and

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- Other factors the local board may determine to be appropriate, which may include the number of employees participating, the wage and benefit levels of the employees (both present and after on-the-job training completion), and relation of the training to the competitiveness of the participant.

Local boards must document the factors used when deciding to increase the wage reimbursement levels above 50 percent up to 75 percent.

Local areas may decide that the reimbursement, or a portion of the reimbursement, will be withheld and dispensed upon retention. Local policy should clearly state the requirements for reimbursement and any exceptions to such (i.e., if the trainee quits or is fired for just cause). On-the-job training reimbursements cannot exceed the amount obligated in the training plan, or any subsequent modifications.

### Incumbent Worker Training Programs

Incumbent worker training is designed to ensure that employees of a company are able to gain the skills necessary to retain employment or avert a layoff, and must increase both the participant's and a company's competitiveness. An ideal incumbent worker training is one where a participant acquires new skills allowing the participant to move into a higher skilled and higher paid job within the company, thus allowing the company to hire a jobseeker to backfill the incumbent worker's position. Incumbent worker training is designed to meet the special requirements of an employer (including a group of employers in partnership with other entities) to retain a skilled workforce, or to avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

To qualify as an incumbent worker, the incumbent worker needs to be employed, meet the Fair Labor Standards Act requirements for an employer-employee relationship, and have an established employment history with the employer for six months or more. An Incumbent Worker does not necessarily have to meet eligibility requirements for career and training services for adults and dislocated workers under the WIOA.

The employer, or group of employers, must pay for a portion of the cost of providing the training to incumbent workers. The portion of the training cost is the non-federal share of the cost of providing the training.

Michigan Works! Agencies utilizing incumbent worker training are required to have a local Incumbent Worker Training (IWT) policy in place. The policy may be under separate cover or may be included in the Michigan Works! Agency's WIOA Comprehensive Plan.

The local policy must include a description of local and/or regional layoff aversion strategy being utilized including:

- Strategies and services employed by the local area. Examples may include:
  - Establishing an early warning network,

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- Economic trend monitoring,
  - Asset mapping,
  - Prefeasibility studies, and
  - Succession planning.
- How the local Workforce Development Board will employ Incumbent Worker Training as part of its demand-driven strategy.
  - How the local Workforce Development Board will ensure that Incumbent Worker Training directly provides skill attainment activities for the participating workers.
  - Identification of any locally defined “at risk” indicators.

The local Workforce Development Board must use the following criteria when deciding on utilizing funds for incumbent worker training with the employer:

- The characteristics of the participants in the program;
- The relationship of the training to the competitiveness of a participant and the employer; and
- Other factors the local board determines appropriate, including the number of employees trained, wages and benefits including post training increases, and the existence of other training opportunities provided by the employer.

Employers are required to contribute their share of the training costs, using the following sliding scale:

- No less than 10 percent of the cost for employers with 50 or fewer employees,
- No less than 25 percent of the cost for employers with 51 to 100 employees, and
- No less than 50 percent of the cost for employers with more than 100 employees.

Calculation of the non-federal share of the training cost may include the wages paid by the employer to a worker while the worker is attending a training program. The employer share may be cash or in-kind, fairly evaluated.

Local policies and contracts for incumbent worker training will be reviewed during the WIOA Programmatic Reviews.

### Transitional Jobs

Transitional jobs are a way for adults and dislocated workers with barriers to employment, who are experiencing chronic unemployment or have an inconsistent work history, to develop a work history and basic skills essential to keeping a job. Transitional jobs are time-limited, subsidized employment in the public, private, or non-profit sectors. Comprehensive career and supportive services must be made available to transitional jobs participants. Transitional jobs can be



effective solutions for individuals to gain the necessary work experience that they would otherwise not be able to get through training or an on-the-job training. The goal is to establish a work history for the individual, demonstrate work success, and develop skills that lead to entry into unsubsidized employment. The difference between a transitional job and an on-the-job training contract is that in a transitional job there is no expectation that the individual will continue his or her hire with the employer after the work experience is complete.

Local areas may use up to 10 percent of their combined total adult and dislocated worker allotments for transitional jobs.

*Describe how the state will incorporate Registered Apprenticeships into its strategy and services.*

### Registered Apprenticeships

For eligible participants, local WIOA Adult and Dislocated Worker funds may be used for:

- Pre-apprenticeship training, such as remediation and/or basic job skills training, to prepare an individual for a Registered Apprenticeship program;
- Case management, prior to, and during a Registered Apprenticeship program;
- On-the-job training, in the form of employer reimbursement for the extraordinary costs of training;
- Related training instruction in the form of tuition assistance, books, supplies, etc., when the training provider is on the approved list of eligible training providers;
- Supportive services, including transportation and child care assistance, and
- Follow-up services.

Registered Apprenticeship programs will remain on the Michigan Training Connect as long as they remain registered, and are not subject to the same performance reporting requirements as other training programs, thereby streamlining requirements and facilitating the design and delivery of work-based training opportunities.

### Pre-Apprenticeship Training

For workers who may not have the fundamental skills to succeed in a Registered Apprenticeship program and youth who are exploring career options, pre-apprenticeship training programs act as a bridge. These training programs, which are operated by education, community or faith-based organizations, can help apprenticeship candidates decide on an occupational track, develop foundational skills, and improve productivity once employed. Pre-apprenticeship programs operate an approved plan under which candidates participate in a short, intensified training

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period in a school or training center, with the intent to place them into Registered Apprenticeships upon completion or soon after completion of the program.

Pre-apprenticeship describes a program or set of strategies designed to prepare individuals to enter and succeed in a Registered Apprenticeship program, and has a documented partnership with at least one, if not more, Registered Apprenticeship program(s). A quality pre-apprenticeship program is one that incorporates the following elements:

- Training and curriculum based on industry standards and approved by the documented Registered Apprenticeship partner(s) that will prepare individuals with the skills and competencies needed to enter one or more Registered Apprenticeship program(s).
- Strategies that increase Registered Apprenticeship opportunities for under-represented, disadvantaged or low-skilled individuals, such that upon completion they will meet the entry requirements, gain consideration, and be prepared for success in one or more Registered Apprenticeship program(s).
- Access to appropriated support services.
- The use of the Registered Apprenticeship program as a preferred means for employers to develop a skilled workforce and to create career opportunities.
- Meaningful hands-on training that accurately simulates the industry and occupational conditions of the partnering Registered Apprenticeship sponsor(s), while observing proper supervision and safety protocols.
- Facilitated entry and/or articulation.

Pre-apprenticeships may be used to provide work experiences that can help participants obtain the skills needed to be placed into a Registered Apprenticeship. Pre-apprenticeship programs provide training to increase math, literacy, and other vocational skills needed to gain entry to a Registered Apprenticeship program. A pre-apprenticeship program, funded with an Individual Training Account (ITA), must have at least one apprenticeship partner; such pre-apprenticeship programs must possess, or develop, a strong record of enrolling their pre-apprenticeship graduates into a Registered Apprenticeship program. Pre-apprenticeship programs must be on the state's eligible training provider list in order for participants to utilize an Individual Training Account.

Pre-apprenticeship programs are added to the list of work experiences for youth under the WIOA. Local youth programs must coordinate pre-apprenticeship programs to the maximum extent feasible with Registered Apprenticeship programs, and require at least one documented partnership with a Registered Apprenticeship program. Quality pre-apprenticeship programs play a valuable role in preparing entrants for a Registered Apprenticeship and contribute to the development of a diverse and skilled workforce. Pre-apprenticeship programs can be adapted to meet the needs of participants, the various employers and sponsors they serve, and the specific employment opportunities available in the local market. Pre-apprenticeship training programs

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have successfully demonstrated that obstacles, such as low math skills, poor work habits, lack of access to transportation, and the lack of knowledge of sector opportunities can be overcome when coordinated training and support are provided.

*Provide the procedure for determining provider eligibility, including Registered Apprenticeship programs (WIOA Section 122).*

During Program Year 2015, the Workforce Development Agency redesigned the Career Education Consumer Report, the state's Eligible Training Provider List (WTPL). The state's new Eligible Training Provider List is now housed within Pure Michigan Talent Connect and is known as Michigan Training Connect. The newly redesigned Michigan Training Connect has a new look, new features, and greater overall functionality, and is accessible to via mobile applications.

During November and December 2015, initial eligibility was determined for all training providers on Michigan Training Connect. All training providers listed on the former Career Education Consumer Report that wished to maintain their eligibility on the Michigan Training Connect received notices during the month of October 2015 that they would be required to update their information through a reapplication procedure in order to maintain their eligibility. Training providers that did not respond within the timeframe allowed, and programs that were updated but did not meet the WIOA continued eligibility criteria were removed from the list effective December 31, 2015. For training providers that did not meet the deadline, but wished to remain on the list, could reapply after the transition from the Career Education Consumer Report to the Michigan Training Connect was completed.

Training programs that were determined eligible under the enactment of the WIOA were automatically transitioned over to the Michigan Training Connect.

Active outreach to all U.S. Department of Labor Registered Apprenticeships Programs located within the State of Michigan for placement on the Michigan Training Connect is scheduled to begin during the months of January and February 2016.

### **Youth Program Requirements**

*Identify State-Developed criteria to be used by local boards in awarding grants.*

Local boards must identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis, based on the recommendation of the youth standing committee, if the local board chooses to establish a standing youth committee. The local board then must assign the committee that function. If such committee is not established for the local area, the responsibility then falls to the local board.

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Where the local board determines there is an insufficient number of eligible providers of youth workforce investment activities in the local area, (such as a rural area), the local board may award grants or contracts on a sole source basis.

The requirement that eligible providers of youth services be selected by awarding a grant or contract on a competitive basis does not apply to the design framework services when these services are more appropriately provided by the grant recipient / fiscal agent. Design framework services include intake, objective assessments and the development of individual service strategies, case management, and follow-up services.

The Workforce Development Agency has determined that three of the fourteen required services, per WIOA Section 129(c)(2) may be provided by the grant recipient / fiscal agent. These services include:

- Follow-up services for not less than 12 months after completion of participation;
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- Supportive services.

*How the state will use funds to carry out Youth Program elements.*

The WIOA funds enable the delivery of a comprehensive array of youth services that prepare youth for post-secondary educational and employment opportunities, attainment of educational and / or skills training credentials, and obtainment of employment with career opportunities. This is accomplished by assessing the participant's skills, interests, needs and personal goals; creating customized service plans in collaboration with the participant; and expanding the participant's connection to and understanding of the local economy, educational opportunities, and available community services. This process is organized and coordinated around the fourteen WIOA youth program elements, which must be made available to every participant.

Make available means that each Workforce Development Board must ensure that all fourteen program elements are available in all areas served. While this does not mean that an individual service provider must deliver all fourteen elements, the service provider must identify partnerships to ensure availability by referral. Local areas have the discretion to determine which specific services a youth will receive based upon the youth's informal interview, objective assessment, and individual service strategy.

Strong partnerships help to leverage resources and increase opportunities for youth. They can enhance the ability of workforce investment areas to access information and data, improve services, and increase efficiencies with regard to recruitment processes, referrals, and case management. Creating strong partnerships is critical to providing the most effective, targeted, and appropriate services for youth to maintain progress along a successful career pathway. While local grant recipients can rely on partner programs to provide some of the elements if such

services are available for all eligible youth within the area, ongoing relationships will be also be established with providers of non-WIOA funded activities, either through coordinated case management strategies, memorandums of understanding, or an alternate, similar method.

*Provide language contained in state policy for “requires additional assistance to complete an educational program or to secure and hold employment” criterion.*

A youth who needs additional assistance is a person between the ages of 14 and 24 and requires additional assistance to complete an education program or to secure and hold employment. Local areas are to define “requires additional assistance” criterion in their local plans.

The state’s WIOA Manual, our official policy guidance provides examples of individuals who require additional assistance.

Examples include, but are not limited to:

- Have repeated at least one secondary grade level or are one year over age for their grade;
- Have a core grade point average of less than 1.5;
- For each year of secondary education, are at least two semester credits behind the rate required to graduate from high school;
- Are emancipated youth;
- Have aged out of foster care;
- Are previous dropouts, have been suspended five or more times, or have been expelled;
- Have court/agency referrals mandating school attendance;
- Are deemed at risk of dropping out of school by a school official;
- Have been referred to or are being treated by an agency for a substance abuse related problem;
- Have experienced recent traumatic events, are victims of abuse, or reside in an abusive environment as documented by a school official or other qualified professional;
- Have serious emotional, medical, or psychological problems as documented by a qualified professional;
- Have never held a job;
- Have been fired from a job within the 12 months prior to application; or
- Have never held a full-time job for more than 13 consecutive weeks.

*State’s definition of “alternative education”*

We are adopting the Michigan Department of Education’s definitions of alternative education. “Alternative Education” is a separate, non-traditional program within a K-12 public school district or a public school academy established to provide personalized educational services for students who:

- Are at risk of not graduating with their class; and / or
- Have individual needs not being met in a traditional setting.

Alternative education is a program operated as a subdivision of the regular K-12 program. It is designed for students who can be better served in an alternative delivery system. Students served in alternative education programs include those who have specific needs and are often at risk of not graduating. Alternative education programs seek to provide added flexibility and alternative instruction models. These often include expanded services from the traditional setting such as online learning, institutional programs, counseling, childcare, and transportation in an effort to help students overcome barriers and meet the goals of the Michigan Merit Curriculum.

*State definition as defined by law for “not attending school” or “attending school”. If the State does not define, indicate that is the case.*

Because the Michigan Department of Education has not defined “not attending school” or “attending school,” the Workforce Development Agency refers to the definitions of In-School youth and Out-of-School youth to determine enrollment status at the time of participant registration.

School status is based on participant status at the time of enrollment. If the youth is between grades within high school and enrolled in the WIOA during the summer months, they are considered In-School youth as long as they are still enrolled in school and will be returning for the next school year. As for youth who have graduated from high school, if the youth enrolls in “WIOA in the summer, is enrolled in post-secondary education, and will be attending in the fall; their school status is In-School youth. If the youth has not yet enrolled in post-secondary education, and is only planning to attend, their school status is Out-of-School youth.

*If utilizing a portion of the basic skills deficient definition contained in the WIOA Section 3(5)(B), include the specific state definition.*

Michigan utilizes the WIOA definition of basic skills deficient. The term “basic skills deficient” means, with respect to an individual:

- Who is a youth, that the individual has English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level on a generally accepted standardized test; or
- Who is a youth or adult; that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.

The WIOA requires all eligible youth to be provided with an objective assessment which includes a review of academic skill levels. If a youth has been assessed for basic skills



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deficiency in the previous six months, staff may use those results in lieu of re-testing; however, the results of the alternative test must be verifiable and documented. Additionally, the same test format must be available and administered for post-testing at a later date. Michigan Works! Agencies are required to provide reasonable accommodations as applicable, when assessing youth with disabilities.

Michigan Works! Agencies are required to administer one of the following assessments:

- Test for Adult Basic Education;
- Comprehensive Adult Student Assessment System;
- Wonderlic General Assessment of Instructional Needs; or
- Massachusetts Adult Proficiency Test.

If the participant computes or solves problems, reads, writes, or speaks English at or below the 8<sup>th</sup> grade level, the participant is determined to be basic skills deficient and will require post-testing. Participants who are determined not to be basic skills deficient based on pre-test results, are excluded from post-testing requirements.

Basic skills deficient participants receiving services for more than one year must be post-tested prior to the participant's anniversary date (the date of the first youth program service) of each year, through year three of participation. Assessment results are required to be incorporated into the participant's Individual Service Strategy.

**Waiver Requests (Optional):**

Michigan is not applying for any waivers at this time.

## TITLE I-B ASSURANCES

<b>The State Plan must include assurances that:</b>	
1.	The state has implemented a policy to ensure Adult program funds provide a priority in the delivery of career and training services to individuals who are low income, public assistance recipients or basic skills deficient;
2.	The state has implemented a policy to ensure local areas have a process in place for referring veterans with significant barriers to employment to career services provided by the Jobs for Veterans State Grants program's Disabled Veterans' Outreach Program specialist;
3.	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members;
4.	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years in accordance with the WIOA section 107(c)(2);
5.	Where an alternative entity takes the place of a State Board, the state has written policy and procedures to ensure the alternative entity meets the definition under the WIOA section 101(e) and the legal requirements for membership;
6.	The state established a written policy and procedure for how the individuals and entities represented on the State Workforce Development Board help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local areas throughout the state in determining the distributions;
7.	The state will not use funds received under the WIOA Title I to assist, promote, or deter union organizing in accordance with the WIOA section 181(b)(7);
8.	The state distributes adult and youth funds received under the WIOA equitably throughout the state, and no local area suffers significant shifts in funding from year-to-year during the period covered by this plan;
9.	If a State Workforce Development Board, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I;
10.	Priority of Service for covered persons is provided for each of the Title I programs; and
11.	The state agrees to report on the impact and outcomes of its approved waivers in its WIOA Annual Report.

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| 12. | The state has taken appropriate action to secure compliance with the Uniform Guidance at 2 Code of Federal Regulation 200 and 2 Code of Federal Regulation 2900, including that the state will annually monitor local areas to ensure compliance and otherwise take appropriate action to secure compliance with the Uniform Guidance under section 184(a)(3) of the WIOA; |
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### **Title III: Wagner-Peyser Act Program (Employment Services):**

Michigan is creating and implementing new policy directives for the Wagner-Peyser program in order to address the challenges employers encounter in obtaining highly skilled talent. The demand driven system Michigan is creating benefits the job seeker by directing individuals to prepare for jobs that are in-demand and matching talent to those jobs which are in-demand. In addition, new and stronger partnerships are being created and renewed in order to improve service delivery, to avoid duplication of services and to enhance service coordination, including co-locating agencies within the Michigan Works! Agencies one-stop centers and sharing data across programs.

*Describe how the state will utilize professional development activities for employment service staff to ensure staff is able to provide high-quality services to both job seekers and employers.*

#### **Employment Service Professional Development:**

The Michigan Works! Association coordinates professional development activities for Employment Service front line-staff. The training provided is designed to enable staff to provide high-quality services to job seekers and employers. The activities sponsored by the Michigan Works! Association educates, inspires and trains staff to meet the demands of Michigan's demand driven system. Two certifications that are utilized throughout the Michigan Works! Agencies are the Business Solution Professional and the Business Solution Professional Global Career Development Facilitator (GCDF). The Business Solution Professional training provides employment service staff with a level of knowledge and expertise required to support job creators in the areas of training grants, business consultation, tax-related incentives, Lean or Six-Sigma and educational programs. Business Solution Professional s are trained to make use of a vast array of business and economic assets. The Global Career Development Facilitation training assists employment service staff in helping job seekers meet their career goals. This training provides basic career facilitating skills, including productive interpersonal relationships; labor market and occupational information and trends; formal and informal career development assessments; job search strategies and placement techniques.

The Workforce Development Agency provides the following program specific training opportunities to both state administrative and local area front line staff:

#### **Pure Michigan Talent Connect [www.mitalent.org](http://www.mitalent.org):**

- Pure Michigan Talent Connect is the heart of Michigan's Labor exchange system. Pure Michigan Talent Connect connects talent to in-demand job opportunities, 24/7-365 days a year and is the launch pad for new jobs, careers, and talent.
- All Unemployment Insurance claimants are required to register for work by entering a Profile in the Pure Michigan Talent Connect.
- Pure Michigan Talent Connect is much more than just an electronic job matching system. It provides Career Exploration, which includes Skill Assessments, Skill Development, Career Spotlight, calendar of job fairs and the eLearning soft skills program.

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- Training for Pure Michigan Talent Connect, is delivered, on-demand, in-person, through webinars, and on-line tutorials.
  - Training includes how to use and navigate the system for the most efficient and positive results.

#### Fidelity Bonding Program:

A fidelity bond is a business insurance policy that insures an employer against employee theft, forgery, larceny, and embezzlement. Fidelity Bonding provides an incentive for employers to hire job seekers who are qualified, but are considered high risk due to a factor in their personal background. The Fidelity Bonding Program diminishes the risk for employers and reduces the barriers to employment faced by job seekers. The training that is provided by the State Bonding Coordinator includes how to promote the program, features of the program, who is eligible, and how to process the paperwork.

#### Veterans Preference and Priority of Service:

Veteran Employment Services Division routinely provides training on preference and priority of service for Veterans. This insures Michigan's returning heroes receive the quantity and quality of services of which they are entitled.

The Veterans Services team also provides guidance to Service Center staff on how to identify and refer a Veteran to a Disabled Veteran Outreach Worker for Intensive Case Management Services.

#### Employment Service Complaint Training:

The State Monitor Advocate provides training when needed, but at least annually on the Employment Service Complaint System. Attendees learn how to recognize a complaint, the types of complaints, how to properly resolve or refer complaints, properly documenting the complaint process, record retention and distribution.

#### Wagner-Peyser Employment Service Policy and Program Change Events:

The State Employment Service specialists provide the following learning opportunities as needed:

- Overview of the Employment Service Program
- The Work Test America's Job Center Staff Responsibilities
- Policy and procedure instruction
- New program rollout preparation

#### One-Stop Management Information System-Wagner-Peyser Training:

The One-Stop Management Information System is the electronic reporting data-base in Michigan. Data, services, and activities collected in this system are used to compile the Federal reports. Training is provided when modifications are made to the One-Stop Management Information System, or when reporting requirements and definitions have changed.

#### Workforce Development Agency University (WDA-U):

The Workforce Development Agency has implemented two different professional development pathways for state staff. Each trajectory is uniquely designed to complement the core competencies assigned to each employees job designation.

The three professional development tracks are:

- Leadership Academy: The Leadership Academy is designed to promote training opportunities and supplemental resources for current and emerging leaders. Employees build on their current strengths, sharpen skills, and demonstrate behaviors that are consistent with identified leadership traits and core values.
- U<sup>PP</sup>WARD (Understanding Potential While Accomplishing Rewarding Development): U<sup>PP</sup>WARD is a combination of classroom training and e-learning training. All Workforce Development Agency employees are responsible for scheduling, attending, and participating in 4 required classes per year.

Training of local Migrant Seasonal Outreach Workers (Agricultural Employment Specialists):

Every year the local Agricultural Employment Specialist spends a minimum of four days in pre and post season in-service training devoted to professional development. Some of the subjects covered during these sessions are: wage and hour topics, Occupational Safety and Health Administration issues and safety in the field, human trafficking, how and where to make referrals for those customers who face barriers to employment. Barriers addressed include: child care, healthcare, legal issues, education attainment and emergency needs resources.

*Describe strategies developed to support training and awareness across core programs and the Unemployment Insurance program and training provided for Employment Services and the WIOA staff on identification of Unemployment Insurance eligibility issues.*

In 2016 the Unemployment Insurance Agency will provide Eligibility Issues Training for all Employment Services and the WIOA staff. After the initial roll-out the training will be available as needed and periodic updates will be delivered. This training will consist of three modules:

1. The Importance of Identifying and Reporting Eligibility Issues
2. How to Identify Eligibility Issues
3. How to report Eligibility Issues

*Explain how the state will provide information and meaningful assistance to individuals requesting assistance in filing a claim for unemployment compensation through one-stop centers, as required by the WIOA as a career service.*

The Workforce Development Agency is collaborating with the Unemployment Insurance Agency to provide meaningful assistance to claimants filing for unemployment through the one-stop centers. The Unemployment Insurance Agency is developing a live interactive chat system for Unemployment Insurance Agency claimants to access while applying for unemployment benefits or while in their Michigan Web Account Manager. The system would provide a pop up chat box asking the claimant if they require assistance. This assistance would be available Mon-Fri from 7am – 6pm beginning January 2016. The Unemployment Insurance Agency will also be able to connect to the claimant's desk top in order to see what page they are on and where they are seeking assistance. The Michigan Works! Agency staff will be provided a desk guide in order to assist claimants with this feature.



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A toll free number is in development for claimants. This line will be stocked with operators who will screen calls by priority of service making the wait time less than 8 minutes. Callers will have the options of waiting on line or leaving a message with your phone number for a return call. The Unemployment Insurance Agency is investigating the idea of placing a phone line in each Michigan Works! Service Centers that provide a direct line to an Unemployment Insurance Agency Representative.

*Describe the state's strategy for providing reemployment assistance to Unemployment Insurance claimants and other employed individuals.*

The Reemployment Services and Eligibility Assessment program provides services to claimants selected by the Unemployment Insurance Agency. Claimants selected to participate in this initiative are those most likely to exhaust their unemployment benefits and all of our returning veterans who file an Unemployment Compensation for Ex-Service Members claim. This program provides one-on-one services to selected claimants who will most likely exhaust their unemployment benefits before obtaining employment. This program will provide a more guided approach to accessing employment and training services offered by the Michigan Works! Agencies to assist the claimant in returning to work quickly. The services offered include employability workshops, creating a job search plan, providing labor market information (LMI), connections to employers through job fairs and the featured "Employer of the Day event."

These same services are available to all unemployed individuals, free of charge, who access the one-stop, but in a less structured environment.

*Describe how the state will use Wagner-Peyser funds to support Unemployment Insurance claimants, and the communication between Wagner-Peyser and Unemployment Insurance, as appropriate including the following:*

- *Coordination of and provision of labor exchange services for Unemployment Insurance claimants as required by the Wagner-Peyser Act;*

Each Michigan Works! Service Center has a resource room which contains computers, Internet access, telephones, printers, fax machines, Unemployment Insurance Information, and a variety of job search and career exploration aides. The Unemployment Insurance claimant may access these assets via self-service, facilitated or intensive service. These services are available to all job seekers utilizing the Service Center but in a less structured environment.

The Michigan Works! Service Center staff have access to the Michigan Integrated Data Automated System, which is an electronic data reporting system used by the Unemployment Insurance Agency. The Workforce Development Agency is modifying the One-Stop Management Information System to enable both systems to interact and communicate with one another.

A Web Portal is in development that will function as a combined gateway for all Unemployment Insurance Agency and Workforce Development Agency customers to navigate the system. As the Unemployment Insurance Agency and Workforce Development Agency collaborate on more programs, weekly conference calls

with Michigan Department of Technology Management and Budget will be scheduled to work through program developments and communication issues. Our collaboration efforts have been recognized. The Workforce Development Agency, the Unemployment Insurance Agency and the Department of Technology Management and Budget were awarded the 2015 Michigan Excellence in Technology award for Best Information Technology Collaboration.

- *Registration of Unemployment Insurance claimants with the state's employment service if required by state law;*

Unemployment Insurance claimants must register for Work at a Michigan Works! Service Center. This is accomplished by the claimant entering their Profile on the Pure Michigan Talent Connect website – Michigan's labor exchange system. The profile consists of the claimant's career type, desired position level, education level, location preference and their top skills. Employers are able to search and view information stored in the claimant's profile to locate the best candidates for an interview.

- *Administration of the Work Test for state unemployment compensation system, including making eligibility assessments (for referral to Unemployment Insurance adjudication, if needed), and providing job finding and placement services for Unemployment Insurance claimants; and*

The Unemployment Insurance Agency Work Test is administered to claimants to ensure they are able to work, seeking work, and has not refused suitable work. This is completed when the claimant registers for work at a Michigan Works! Agency by entering their profile on the Pure Michigan Talent Connect – Michigan's labor exchange system; along with asking a set of eligibility questions to ensure the claimant is able to work, seeking work and has not refused suitable work. If an eligibility issue is discovered this is reported to the Unemployment Insurance Agency via the Michigan Integrated Data Automated System. This automatically opens an issue on the Unemployment Insurance claimant for further investigation. Employability services are offered to Unemployment Insurance claimants, that include job search tools, resume development, interviewing techniques and career guidance.

- *Provision of referrals to and application assistance for training and education programs and resources.*

Wagner-Peyser services are aligned with Adult and Dislocated Worker services, in the Michigan Works! Services Centers, to refer job seekers for training, support services and a more intensive level of service which Wagner-Peyser dollars do not fund. Adult and Dislocated Worker providers have established relationships with local community colleges and universities to provide training in high-demand occupations.

Employment Service staff routinely refer job seekers to training for high-demand high wage occupations. Recently Michigan has instituted a skilled trades training fund. This will provide employers with the talent they need and job seeker with the jobs they desire.

#### **Agricultural Outreach Plan:**

#### *Assessment of need*

- *Provide an assessment of the unique needs of farmworkers in the area based on past and projected agricultural and farmworker activity in the state. Such needs may include but are not limited to: employment, training, and housing.*
- *Provide an assessment of available resources for outreach and whether the state believes such resources are sufficient. If the state believes the resources are insufficient, provide a description of what would help and what the state would do with additional resources.*

#### Assessment of Need:

Michigan's Governor Rick Snyder, in delivering the 2015 State of the State Address, noted:

*"For our food and agriculture industry, food and agriculture is critically important. You have been a shining star for us during the difficult years and only continually to shine brighter. We set a new hallmark, a new benchmark that many people didn't think we would achieve in terms of the size of the industry; such as, this last year was announced that the food industry in the state of Michigan has now exceeded hundreds of millions of dollars in economic activity."*<sup>3</sup>

Critical to Michigan's economy in terms of production, processing, and the revenue it generates, the agriculture industry in Michigan continues to produce over 300 commodities on a commercial basis and remains second only to California in its diversity of crops. The latest data available cites Michigan as having 51,600 farms, approximately ten (10) million acres of farmland, and leading the nation in the production of 18 crops, including blueberries, tart cherries, cucumbers and squash.<sup>4</sup> The National Agricultural Statistics Service (NASS) for the Great Lakes Region for 2014, estimates that there are 31,850 seasonal employees and 17,400 migrant employees in Michigan; however, the actual number of people employed may be lower since they may have worked on more than one farm.<sup>5</sup>

Migrant and Seasonal Farm Workers are vital to Michigan's agricultural and economic growth. This talent pool is most critical during the months of April thru November. Key characteristics of this workforce are speed, stamina, endurance and adaptability as workers move from one crop activity to another. Their abilities and work ethic continue to support Michigan's effort to compete globally. Some limitations to this labor force continue to be the seasonality of the work, English language proficiency, and access to health care benefits. Once they reach Michigan, some migrants are in need of food and shelter, assistance with basic needs such as tires for their vehicles, gas to get to a job since many spent their limited funds driving to Michigan for work. Others are in need of child care so that every available worker can begin work once they arrive. All these factors impact the availability of a reliable labor pool. During the season, local Agricultural Employment Specialists staff attempt to resolve many of these issues to ensure that this workforce is able to work with as few worries as possible. While Migrant and Seasonal Farm Workers are working in Michigan, local Agricultural Employment Specialist staff will provide direct assistance or refer to partnering agency to remove as many barriers a worker may face.

<sup>3</sup> State of the State, 2015 State of the State Address by Governor Rick Snyder, given at the State Capitol, House Chamber, Joint Session of the Legislature, Lansing Michigan, Commencing at 7:00 p.m., Tuesday, January 20, 2015 Michigan State of the State Transcript.

<sup>4</sup> Michigan's Food and Agriculture Industry, published by the Michigan Department of Agriculture and rural Development 2012, with additional data from USDA/NASS Michigan Field Office 2011.

<sup>5</sup> Specialty Crop Labor – 2014 News Release, published by the USDA, National Agricultural Statistics Service, September 23, 2015.

With Michigan's improving economy and the associated decline in unemployment, the annual award of Wagner-Peyser funding to Michigan has been reduced over the last few years affecting all Wagner-Peyser supported programs including the Migrant and Seasonal Farmworker Program. These funding limitations require local Agricultural Employment Specialist staff to physically cover larger geographic areas. However, local Agricultural Employment Specialist staff is strategically located in areas with where the greater numbers of the Migrant and Seasonal Farm Worker population are located. In addition, the local Michigan Works! Service Centers assist with walk-in clients which help to ensure staff remain focused on outreach during peak season. Local Agricultural Employment Specialist staff continue to provide excellent service to the Migrant and Seasonal Farm Worker s. Local Agricultural Employment Specialist staff partner with various agencies to ensure that Migrant and Seasonal Farm Worker s are connected to the community. A list of partner agencies is identified later in this Plan.

Farm labor is generally concentrated in the Northwest, Central and Southwest agricultural regions of the state. Table 1 identifies Michigan's major labor-intensive crop activities, with the months of heavy activity and the geographic area of prime activity. The data indicating the number of Migrant and Seasonal Farm Worker s that are employed in each crop is unavailable. Several areas of Michigan experienced labor shortages during Program year 2014 and a spike in H-2A activity.

The increase of H-2A applications statewide was approximately 48%, with Region II accounting for the greatest influx of applications. It should be noted that all regions experienced some level of labor shortage. At a recent Ag Labor meeting held by the Workforce Development Agency and the Michigan Department of Agricultural and Rural Development, grower representatives indicated that as they spoke to other growers around the state, that overall, a reduction in labor of 8 percent – 15 percent was being experienced. To offset the labor shortage, some growers planted fewer acres, while others chose to switch to less labor intense crops. In addition, where possible, growers incorporated mechanical aids or, if a solution was unattainable, left crops in the fields without harvest. The labor shortage, whether a temporary or permanent situation, has growers strongly considering supplementing labor via the H-2A program, which is reflected in the rise in H-2A applications.

<b>TABLE 1</b>			
<b>Primary Crop Activity by Region</b>	<b>Heavy Activity Months</b>	<b>Geographic Area (see MI Ag Region Maps)</b>	<b>Estimated MSFWs/Employed by region</b>
Apple	Mid-August - Mid November Pruning February - April	Region II Region III	23,961
Asparagus	April - Early June	Region II Region III	23,961
Blueberries	Mid-July - Late August	Region I Region II	25,792
Cherries (Sweet & Tart)	Early July - Early September; Pruning February - April	Region I Region II, Region III	37,951
Christmas Trees	April, June - August, October - December	Region III Region IV	17,371

TABLE 1			
Primary Crop Activity by Region	Heavy Activity Months	Geographic Area (see MI Ag Region Maps)	Estimated MSFWs/Employed by region
Nursery Plants	Early March - Late November	Region I Region IV	17,728
Vegetables (squash, & pumpkins)	Early July - Late October	Region I Region V	17,973

MSFWs = Migrant and Seasonal Farmworkers

#### *Outreach Activities*

- *Describe the state Agency's proposed outreach activities including strategies on how to contact farmworkers who are not being reached by normal intake activities conducted by the employment services offices.*
- *The plan for the proposed outreach activities include:*
  1. *The goals for the number of farmworkers who will be contacted each program year by Wagner-Peyser staff.*
  2. *The number of farmworkers who will be contacted each program year by other agencies under cooperative arrangements. These numerical goals must be based on the number of farmworkers estimated to be in the state in the coming year, taking into account the varying concentration of farmworkers during the seasons in each geographic area, the range of services needed in each area and the number of Wagner-Peyser and / or cooperating agency staff who will conduct outreach. (Note: the numerical goals that must be included in the agricultural outreach plan are in reference only to the proposed outreach activities and are not negotiated performance targets).*
  3. *The state's plans to conduct outreach to as many farm workers as possible.*
  4. *The number of outreach workers dedicated to outreach to farmworkers by service areas.*

#### Outreach Activities:

Michigan's Workforce Development Agency dedicates 10 percent of Wagner-Peyser funds to support outreach activities to Migrant and Seasonal Farm Workers. With Michigan's improving economy, the annual award of Wagner-Peyser funding to Michigan has decreased. This decrease in funding has affected all Wagner-Peyser funded programs, including MFSW outreach.

The majority of Migrant and Seasonal Farm Workers are not reached through normal office intake activities. Michigan is committed to providing equitable services to its Migrant and Seasonal Farm Worker population and attempts to reach as many Migrant and Seasonal Farm Workers as possible during the peak season. The local Agricultural Employment Specialist staff, dedicated to working with farmworkers, spend the majority of their time conducting outreach in order to reach those who may not have the means to access Michigan Works! Service Centers. While on outreach, the local Agricultural Employment Specialist staff explain all of the services available at Michigan Works! Service Centers; including referrals to employment, training, and



supportive services. Other services, such as the availability of counseling, testing and career guidance are also explained. Information about the Job Service Complaint System; a summary of farmworker rights with respect to the terms and conditions of employment, and the United States Department of Labor Farmworker Rights Card is provided.

Local Agricultural Employment Specialist staff cover multiple counties, with most covering five (5) or more. Local Agricultural Employment Specialist staff are based in locations with high Migrant and Seasonal Farm Worker activity, so there is limited time to travel to uncovered areas to conduct outreach.

There are thirteen (13) local Agricultural Employment Specialists staff that provide services to Migrant and Seasonal Farm Workers. The chart below indicates the locations and Significant Office sites:

<b>Table 2 – Staffing Locations</b>	
<b>Local One-Stop Service Centers</b> * indicates Significant Office	<b>Outreach Staff (Agricultural Employment Specialists) Number</b>
Fremont*	1
Holland*	2
Lapeer*	1
Ludington	1
Paw Paw*	1
Shelby*	2
Sparta*	2 Full-time + 1 Seasonal
Traverse City*	2
<b>Total</b>	<b>13 Staff</b>

For Progray Year (PY) 2014, local Agricultural Employment Specialists staff contacted approximately 11,315 Migrant and Seasonal Farm Workers. Partner entities for 2014 (data reported by partners may be by calendar, program or fiscal year depending on program requirements), provided the following information as to how many Migrant and Seasonal Farm Workers received services from their respective agencies:

- Telamon Corporation (National Farmworker Jobs Program grant recipients): 322 participants
- Migrant Head Start program also operated by Telamon Corporation: 1,271 children
- Federally Qualified Health Center (2014): 15,151 migrant agricultural workers or dependents served
- Michigan Migrant Education Program: 4,809 children (ages 0-21)
- Michigan Department of Human Services (DHS): 15,681 recipients and 4,085 cases

The Workforce Development Agency projects that an estimated 17,400 migrant workers and 30,000 seasonal workers will actively seek agricultural employment in Michigan during Program Year 2015. This specialized talent supports approximately 1,945 fruit farms, 1,140 nurseries/greenhouses and 580 vegetable operations.

For Program Year 2015, local Agricultural Employment Specialists staff will contact 10,000 Migrant and Seasonal Farm Workers with a projected number of 800 outreach days. Of the 10,000 Migrant and Seasonal Farm Worker contacts, an estimated 900 will be contacted through joint outreach efforts, especially with Telamon Corporation National Farmworker Jobs Program, the Michigan Department of Health and Human Services, and Health Clinics.



*The state's strategy for:*

- *Coordinating outreach efforts with the WIOA Title I Section 167 grantees as well as with public and private community service agencies and Migrant and Seasonal Farm Worker groups.*
- *Explaining to farmworkers the services available at the local one-stop centers.*
- *Marketing the employment service complaint system to farmworkers and other farmworker advocacy groups.*
- *Providing farm workers with a basic summary of farmworker rights, including their rights with respect to the terms and conditions of employment.*
- *Urging those farmworkers who have been reached through the state's outreach efforts to go to the local one-stop center to obtain the full range of employment and training services.*

State Strategy:

Michigan has numerous stable and growing partnerships with many organizations that provide employment and quality-of-life services to Migrant and Seasonal Farm Workers. Some of the partners are located in the Michigan Works! Service Centers, allowing for easy access by Migrant and Seasonal Farm Workers. For agencies not located within the Michigan Works! Service Centers, a referral process is established with partners to ensure that the full range of employment, training, and supportive services are delivered.

Partnering agencies include:

- Telamon (National Farmworker Jobs Program, Section 167 Grantee)
- Michigan Department of Health and Human Services
- Michigan Department of Agriculture and Rural Development
- Michigan State Police
- District Health Departments (Local)
- Michigan Health Centers and Community Health Centers
- Michigan Primary Care
- Michigan Health Promotion
- Intercare
- Mercy Health Hospital
- Michigan State University
  - Extension Services
  - College Assistance Migrant Program (CAMP)
  - High School Equivalency Program (HEP)
- Western Michigan University College Assistance Migrant Program (CAMP)
- Michigan Migrant Education Programs
- Telamon Corporation Head Start Programs
- Employer Partners
  - Michigan Farm Bureau
  - Michigan Asparagus Advisory Board
  - Michigan Blueberry Growers
- Farmworker Legal Services
- Michigan Migrant Legal Assistance Project (MMLAP)

- Michigan Literacy Coalitions and Councils, including English Language Acquisition training
- Bethany Christian Services
- Hispanic/Latino Commission of Michigan
- Food, Clothing, Rental and Utilities Assistance
  - Love Inc.
  - TruNorth
  - Salvation Army
  - Good Samaritan Ministries
  - Holland Rescue Mission
  - Ottawa County Community Action Agency
  - Community Action House
  - Allegan County Resources Development Committee
  - Holland Rescue Mission
- English Language Acquisition Providers
  - Western Michigan Hispanic Service Center
  - Mott College
  - Zeeland/Holland Adult Ed
- Fremont Area Foundation (*annual grant for Farmworker Appreciation Day*)
- Kent District Library
- Hispanic Ministry
- Whirlpool Hispanic Network (*Hispanic Whirlpool Employees Christmas Basket project*)
- Justice for our Neighbors (*Immigration Services*)
- Lakeshore Ethnic Diversity Alliance (*Migrant Mentoring Program*)
- United States Department of Labor, Wage & Hour Division.

When contact is made on outreach, local Agricultural Employment Specialists staff encourage the Migrant and Seasonal Farm Workers to come to the Michigan Works! Service Centers for the full range of services. However, if Migrant and Seasonal Farm Workers are unable to travel to a Service Center, local Agricultural Employment Specialists staff provide the following services off-site:

- Preparation of registration and resume assistance,
- Referral to specific employment opportunities currently available or job development services,
- Recommendation of employment opportunities available after the current employment ends,
- Explain the complaint system
- Assistance to prepare an Employment Service or non-Employment Service related complaint,
- A summary of farmworker rights with respect to the terms and conditions of employment,
- Provide the United States Department of Labor Farmworker Rights Card
- Referral to supportive services, and
- When necessary, make appointments and arrange transportation to and from the One-Stop, or other locations where integrated workforce development services are provided.

Off-site services are made possible as a result of mobile equipment provided to local Agricultural Employment Specialists staff such as smartphones with hotspot capabilities and wireless laptops. This technology allows for immediate and easy access to electronic documents; including current job postings and applications for employment, approved migrant housing inspection lists, registrations, and access to supportive services websites. This technology also provides for quicker response times to sensitive documents, such as complaints and apparent violations.

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In addition to the services listed above, local Agricultural Employment Specialist staff provides Migrant and Seasonal Farm Workers with a packet of printed materials that is explained and distributed during face-to-face meetings on outreach. The Packet or printed materials contain the following materials:

- Listing of One-Stop services,
- Listing of all local Agricultural Employment Specialist staff with contact information,
- Workforce Development Agency Form 330 B, “Notice to Applicants,” which is a bilingual pamphlet that informs Migrant and Seasonal Farm Workers of all employment services, including [mitalent.org](http://mitalent.org) (Michigan’s online labor exchange system),
- Migrant Resource Council Brochure,
- Additional local information, such as announcements for parent nights, bilingual classes, food distributions, etc.,
- Farmworker Legal Services calendar (if available), and
- United States Department of Labor Farm Worker Rights Card.

There are nine (9) Migrant Resource Councils (MRCs) in the state that are located in Michigan’s main agricultural regions. The Migrant Resource Councils are comprised of representatives from state and local agencies, non-profit service providers, farmworker legal groups, and growers. As members of their local Migrant Resource Councils, local Agricultural Employment Specialist staff exchange information regarding services available, make and receive referrals for services, identify unmet needs, and strategize with other members to maximize outreach activities and address Migrant and Seasonal Farm Worker needs. Local Agricultural Employment Specialist staff will continue to partner with these agencies, either through referral of Migrant and Seasonal Farm Workers or active participation on outreach.

Other outreach activities include the distribution of flyers to announce events, posting local Agricultural Employment Specialist staff locations, contact information for restaurants, stores, and at Spanish and English media outlets such as radio stations and newspapers, and providing instruction on the utilization of the Pure Michigan Talent system to encourage Migrant and Seasonal Farm Workers to investigate employment opportunities independently.

The local Agricultural Employment Specialist staff conducts presentations at various grower shows and local Migrant Resource Councils meetings to explain services provide to Migrant and Seasonal Farm Workers. Also, the State Monitor Advocate presents at various meetings to explain their services, the complaint system and other topics related to their role as the Monitor Advocate.

“Project Respeto” remains a constant feature of the outreach program. With full support from the Michigan State Police, joint visits to migrant camps are made by the local Agricultural Employment Specialist staff, the Michigan State Police, and county sheriff officers. During these informal and friendly visits, local Agricultural Employment Specialist staff and officers provide information regarding Michigan laws that may differ from those of their home state.

*Services provided to farmworkers and agricultural employers through the one-stop delivery system.*

- *Describe the activities planned for providing the full range of employment and training services to the agricultural community, both farmworkers and agricultural employers, through the one-stop delivery system.*

Services Provided to Migrant and Seasonal Farm Workers through Michigan Works! Service Centers:

Michigan Works! Service Centers provide the basic career services to Migrant and Seasonal Farm Workers, with bilingual services provided, as needed. The majority of the individual career services are provided by the local Agricultural Employment Specialist staff. These include comprehensive employment services; such as job referral and placement, resume writing assistance, career guidance, skill assessment, and referral to training. Additionally, assistance with Michigan's online labor exchange system, Pure Michigan Talent Connect is also provided.

Local Agricultural Employment Specialist staff are knowledgeable of the various training programs available through the Michigan Works! Service Centers, and thoroughly explain the programs to Migrant and Seasonal Farm Workers prior to making referrals based upon customer request. Local Agricultural Employment Specialist staff encourage Migrant and Seasonal Farm Workers to enter training programs in order to acquire skills that may lead to higher paying employment. While doing so, local Agricultural Employment Specialist staff will remain sensitive to those who may not want to leave the migrant stream, which is taken into consideration prior to making referrals.

In addition to the aforementioned services, the following services and programs are offered to Migrant and Seasonal Farm Workers through the Michigan Works! Service Centers:

- Computer & Internet access for job searches, Unemployment Insurance Agency registration, and other work related business,
- Telephones, fax & copy machines,
- Partnership. Accountability. Training. Hope (PATH [Partnership. Accountability. Training. Hope.]) for job seekers receiving state cash assistance,
- Michigan Rehabilitation Services for employment services, vocational counseling for job seekers with disabilities,
- Veterans Employment Services,
- Dislocated Worker programs,
- Youth programs,
- Learning Labs for English Language Acquisition, General Educational Development, & computer skills classes,
- Test of Adult Basic Education (TABE) & Work Keys testing,
- Career building assistance,
- On the job training programs,
- Work experience programs,
- Emergency Supportive Services,
- Job Fairs, Employer of the Day Interviews, and Temporary Employment Agencies, and
- Local Labor Market Information,

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Services Provided to Agricultural Employers through Michigan Works Service Centers:

Michigan Works! Service Centers and the local Agricultural Employment Specialist staff provide employment services to agriculture employers. Primary services delivered by the local Agricultural Employment Specialist staff include assistance with writing job orders and job descriptions as well as the referral of workers. Employers are also trained by local Agricultural Employment Specialist staff in the use of Pure Michigan Talent Connect to post job openings to locate qualified talent.

Local Agricultural Employment Specialist staff, in partnership with Michigan State Extension Services and other local partners, will continue to participate in various grower shows. The intent of these events is to provide valuable information to employers; including topics related to the labor force, camp and housing requirements, and the I-9 process. Local Agricultural Employment Specialist staff generally present services available through the Michigan Works! Service Centers and explain how they can assist employers with locating labor via Pure Michigan Talent Connect.

An emphasis continues to be placed on conducting outreach visits to employers during the non-peak season in order to build strong and trusting relationships. By having strong relationships, employers are more apt to contact and rely on the local Agricultural Employment Specialist staff for referrals to not only the hand harvesting jobs, but also to other higher-paying, higher skilled positions. Migrant and Seasonal Farm Workers have been hired as truck drivers, fork lift operators and supervisors.

*Other requirements:*

- *State Monitor Advocate. The plan must contain a statement that indicates that the State Monitor Advocate has been afforded the opportunity to review and approve the Agricultural Outreach Plan.*
- *Review and Comment. The plan must provide information indicating that WIOA Section 167 National Farmworker Jobs Program (NFJP) grantees, other appropriate farmworker groups, public agencies, agricultural employment organizations and other interested employer organizations, have been given the opportunity to comment on the State Agricultural Outreach Plan. Include a list of organizations from which information and suggestions were solicited, any comments received, and responses to those comments.*
- *Assessment of Progress. The plan must include an explanation of what was achieved based on the previous Agricultural Outreach Plan, what was not achieved, and an explanation as to why the state believes the goals were not achieved, and how the state intends to remedy the gaps of achievement in the coming year.*

Other Requirements:

The State Monitor Advocate was afforded the opportunity to review and provide comments on the State's Unified Plan, which includes the Agricultural Outreach Plan.

The State's Unified Plan, which includes the Agricultural Outreach Plan, was posted to Workforce Development Agency's website to solicit comments from interested agencies, partners and groups who serve Migrant and Seasonal Farm Workers. The following is a list of entities that were afforded the opportunity to review and provide comment on the Plan.

- Telamon Corporation (167 NFJP grantee),

- Michigan Department of Health and Human Services,
- Michigan Department of Agriculture and Rural Development,
- Michigan Primary Care Association,
- MI Migrant Head Start / Telamon Corporation,
- Michigan Farm Bureau,
- Migrant Health Promotion,
- Michigan Primary Care Association,
- Michigan Department of Civil Rights,
- Michigan Department of Community Health,
- Michigan Department of Education - Migrant Education,
- Michigan Occupational Safety and Health Administration,
- Michigan Department of Licensing and Regulatory Affairs,
- Hispanic Center of Western Michigan,
- United States Department of Homeland Security,
- Michigan Migrant Legal Assistance Project,
- Farmworker Legal Services,
- Michigan State University College Assistance Migrant Program and High School Equivalency Programs,
- Julian Samora Research Institute,
- Hispanic Latino Commission of Michigan,
- United States Department of Agriculture - Rural Development,
- United States Department of Labor – Wage and Hour Division, and
- Social Security Administration.

The Migrant and Seasonal Farm Worker contacts and outreach hour goals from the previous Agricultural Outreach Plan were surpassed by increasing local Agricultural Employment Specialist staff outreach hours (See Table 3). The slight increase in local Agricultural Employment Specialist staff outreach hours helped the local Agricultural Employment Specialist staff perform more outreach individually through continued collaboration with partner agencies or through referrals. These strategies helped overcome the staffing reductions due to the budget constraints.

<b>Table 3 – PY14 Goals</b>		
	<b>Projected</b>	<b>Actual</b>
Migrant and Seasonal Farm Worker contacts	10,000	11,315
Outreach Days	800	926
Partner Outreach	900	995

Local Agricultural Employment Specialist staff continue to practice successful outreach strategies such as; evening outreach activity, outreach activity with partners, distribution of flyers to announce events, posting local locations and contact information at restaurant and stores as well as Spanish and English media outlets, continued participation in scheduled local Migrant Resource Councils for the dissemination of information, and involvement in planning and/or participating in Migrant Resource Council sponsored events, and by making



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group and/or individual presentations on employment opportunities (both seasonal and year-around), and by providing information on training, worker rights, and labor laws.

Key to the continued success of the Agricultural Outreach Program is local Agricultural Employment Specialist staff's ingenuity, passion for the work and commitment to both the Migrant and Seasonal Farm Worker and the employer. The Workforce Development Agency and the Michigan Works! Service Center System look forward to the next season.

DRAFT

## WAGNER-PEYSER ASSURANCES

The State Plan must include assurances that:	
1.	The Wagner-Peyser Employment Service is co-located with one-stop centers or a plan and timeline has been developed to comply with this requirement within a reasonable amount of time. (sec 121(e)(3));
2.	The state agency is complying with the requirements under 20 CFR 653.111 (state agency staffing requirements) if the state has significant Migrant and Seasonal Farm Worker one-stop centers;
3.	If a State Workforce Development Board, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I; and
4.	State agency merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Department of Labor regulations.

## Title II: Adult Education and Literacy Programs

### Aligning of Content Standards

*Describe how the eligible agency will, by July 1, 2016, align its content standards for Adult Education with the state-adopted challenging academic content standards, as adopted under section 111(b)(1) of the Elementary and Secondary Education Act of 1965 as amended (20 U.S. Code 6311 (b)(1)).*

The Office of Adult Education has adopted the College and Career Readiness Standards (CCRS). Michigan's rigorous Michigan Merit Curriculum aligns with College and Career Readiness Standards also incorporates the Common Core.

The Office of Adult Education requires all Adult Education providers in the state to ensure alignment of the program's curriculum to the College and Career Readiness Standards, and will continue to offer professional development opportunities to ensure program administrators fully understand the standards and are able to implement them program-wide. The Office of Adult Education will also continue to provide teacher training at all levels – adult basic education, adult secondary education, and English language acquisition – around these standards.

### Local Activities - Adult Education and Literacy Activities (Section 203 of the WIOA)

*Describe how the state will, using the considerations specified in section 231(e) of the WIOA, fund each eligible provider to establish or operate programs that provide Adult Education and literacy activities, including programs that provide such activities or concurrently. The Unified Plan must include at a minimum, the scope, content, and organization of local activities.*

- *Adult Education and Literacy Activities (Section 203 of WIOA)*
  - 1. *Adult Education*
  - 2. *Literacy*
  - 3. *Workplace Adult Education and literacy activities*
  - 4. *Family literacy activities*
  - 5. *English language acquisition activities*
  - 6. *Integrated English literacy and civics education*
  - 7. *Workforce preparation activities or Integrated education and training that –*
    - a. *Provides Adult Education and literacy activities, concurrently and contextually with both, workforce preparation activities, and workforce training for a specific occupation or occupational cluster, and*
    - b. *Is for the purpose of educational and career advancement.*

**Special Rule.** *Each eligible agency awarding a grant or contract under this section shall not use any funds made available under this title for Adult Education and literacy activities for the purpose of supporting or providing programs, services, or activities for individuals who are*

*under the age of 16 and are enrolled or required to be enrolled in secondary school under state law, except that such agency may use such funds for such purpose if such programs, services, or activities are related to family literacy activities. In providing family literacy activities under this title, an eligible provider shall attempt to coordinate with programs and services that are not assisted under this title prior to using funds for Adult Education and literacy activities under this title for activities other than activities for eligible individuals.*

Adult education provides an opportunity for mature students to achieve education levels equivalent to those of high-school graduates. More than 30,000 students are enrolled in Adult Education programs in Michigan each year. While adult students average 30 years of age, each student must be more than 16 years old with education competencies below the level of high-school graduates.

In Michigan, Adult Education and training has been delivered through a decentralized process. This decentralization was put in place to allow local communities to address their specific needs. At the time these programs were established, Michigan's economy was booming, funding was plentiful, and little attention was given to a decentralized process.

Today, funding is limited; the mission of Adult Education has changed; and a greater emphasis is placed on collaboration rather than isolation. There is a need to ensure that Adult Education and training programs provide cost-effective and non-duplicative services designed to prepare workers with the education and training needed to land family sustaining wage jobs and to supply industry with a skilled, flexible workforce that will help move Michigan's economy forward.

As the changing economy presents ever greater challenges to job seekers, adult learners and dislocated workers need a streamlined system that helps them move from basic skills training to relevant credentials and into good jobs. To ensure our state prospers in the changing economy, the Office of Adult Education will require Adult Education services to be delivered through career pathways as a critical step in meeting this goal.

The career pathway approach connects progressive levels of education, training, support services, and credentials for specific occupations in a way that optimizes the progress and success of individuals with varying levels of abilities and needs. This approach is not about implementing a new program or idea, but it is a new way of doing business. It reorients existing education and workforce services from a myriad of disconnected programs to a structure that focuses on the needs of employers and individuals in need of education and training to be successful on their career paths.

The career pathway approach benefits, all learners - traditional and non-traditional, but is especially beneficial for adult learners that have difficulty navigating the various systems and making the transition from secondary to postsecondary education.

The Office of Adult Education will require eligible providers to:

- Identify regional employer needs through employer engagement, labor market information and/or real-time data.

- Utilize postsecondary partnerships to clearly define postsecondary education offerings locally and the education and skill level entry requirements.
- Ensure alignment between Adult Education programs exit requirements to postsecondary and workforce program entry requirements.
- Incorporate research and proven strategies for effectively educating adult learners.
- Contextualize curricula for all levels of instruction.
- Utilize dual enrollment and integrated education and training programs when appropriate to accelerate participant learning.

Michigan will continue to explore innovative and creative ways of facilitating the delivery of adult education programs in the state as smaller programs continue to struggle with their Adult Education programs and scant resources. More schools/providers will be encouraged to offer year-round adult education programs – with the hope of evaluating the impact of year-round programming on participant performance.

The competition to select the eligible provider of Adult Education and literacy services described in Section III.(b)(5)(B), will ensure that providers meet the above requirements as well as:

- Are responsive to regional needs and serving those in the community that are most in need of Adult Education and literacy services;
- Have the ability to serve individuals with disabilities;
- Demonstrated effectiveness to meet state performance benchmarks, especially serving those at the lowest literacy levels;
- Demonstrated alignment between proposed activities and one-stop partner services;
- Of sufficient intensity and quality to achieve substantial learning gains;
- Effectively use technology to increase the amount and quality of learning;
- Activities are delivered by well-trained instructors, counselor, and administrators and have access to high-quality professional development;
- Whether there is a demonstrated need for English language acquisition programs and civics education.

In each Prosperity Region, eligible providers may deliver:

- Adult education and literacy activities;
- Workplace Adult Education and literacy activities;
- Family literacy activities;
- English language acquisition activities;
- Integrated English literacy and civics education;
- Workforce preparation activities; or
- Integrated education and training.

While the scope, content, and organization of activities may vary from region to region, priority for grant awards will be given to those with strategies for populations that include low income students, single parents, displaced homemakers, and individuals with multiple barriers to educational enhancement. Local applicants are expected to monitor performance outcome information and adjust program content and design to continuously improve achievement.

## Corrections Education and Other Education of Institutionalized Individuals

*Describe how the state will establish and operate programs under section 225 of the WIOA for corrections education and education of other institutionalized individuals, including how it will fund, in accordance with the requirements of Title II subtitle C, any of the following academic programs for:*

- *Adult Education and literacy activities*
- *Special Education, as determined by the eligible agency*
- *Secondary School Credit*
- *Integrated Education and training*
- *Career Pathways*
- *Concurrent enrollment*
- *Peer tutoring, and*
- *Transition to re-entry initiatives and other post-release services with the goal of reducing recidivism.*

The Office of Adult Education works very closely with the Michigan Department of Corrections to align corrections education and community Adult Education programs and ensure that incarcerated individuals have access to educational services that prepare them for employment, economic self-sufficiency, family roles, and responsible citizenship upon their release.

The Michigan Department of Corrections Prisoner Reentry Education Section is an integral part of overall prisoner employment readiness. The Education Section provides academic, career technical, and workplace skills training for prisoners housed in the Michigan Department of Corrections. This is accomplished within a continuous quality improvement environment to ensure cost containment, while providing the most effective programs.

The Michigan Department of Corrections operates schools at 31 facilities and provides educational opportunities to over 7,500 prisoners each day. Prisoners within two years of parole eligibility have the highest priority of service, and those beyond two years are to be on a waiting list and enrolled by earliest release date, as applicable. A brief description of the available programs is outlined below:

**Academic Education** – Michigan Compiled Law 791.233 (PA 320) requires prisoners to obtain a General Education Development prior to parole. Adult Basic Education (ABE) and General Education Development programs allow prisoners the opportunity to earn a General Educational Development while incarcerated. The curriculum is based on accepted content standards. Classes are open entry/open exit in order to meet the students' needs. All classes are taught by certified teachers.

**English Language Acquisition (ELA)** - This program is offered to prisoners for whom English is not their native language and who are functioning below a 5th grade level in reading, as measured by the state-approved assessment tools.

**Special Education Services** - Special Education Services are provided as required by the federally mandated Individuals with Disabilities Education Improvement Act. Eligible students



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who are under the age of 22 receive services. All special education classes are taught by certified special education teachers.

**Career and Technical Education** – Career and technical education programs provide prisoners with trade specific instruction, technical skills, and soft- skill competencies critical to finding and maintaining employment. These programs offer a state or national certifications that are transferable and can be used in future employment or in future educational opportunities, career and technical education programs offer open entry /open exit enrollment. Each program is filled to a maximum and waiting lists are kept minimal so that each prisoner can achieve educational goals as efficiently and economically as possible. Trade programs are responsive to labor market demands, collaborative with Michigan State Industries, articulated with Community Colleges, and supportive of career readiness certifications. The following trade classes are currently being offered:

Auto Mechanics	Optical Dispensing	Food Technology
Building Trades	B.T. Masonry-Concrete	B.T. Plumbing-Electrical
Custodial Maintenance	Machine Tool	Printing
Horticulture	Welding	

**Postsecondary Classes** - The Michigan Department of Corrections works with Michigan colleges to provide educational opportunities for prisoners. Colleges such as Calvin College, Eastern Michigan University, Jackson College, Muskegon Community College, and the University of Michigan Dearborn provide in-person courses that are taught by college instructors and are identical to classes offered in the community. The prisoners or approved sponsors must pay for all courses and supplies, unless the classes are offered through grant funding. Postsecondary opportunities will be expanding to offer more college courses in the future.

**Correspondence Courses** - Prisoners and/or their families have the option of paying for correspondence classes offered by accredited universities or colleges, as approved by the Education Section.

**Employment Readiness (ER)** - This course introduces prisoners to skills needed to gain and retain employment. They include: financial literacy, soft skills competencies, employment preparedness, job search tools, life skills, and community resources. A collaboration of community and facility resources are used to enhance learning outcomes, including job fairs. Prisoners create a portfolio, including a resume, which can be used upon release. Prisoners are provided with the opportunity to participate in Employment Readiness programming starting at reception and continuing throughout their incarceration. The focus is on the last 2 years before release.

**State Correctional Opportunities for Rehabilitation and Education (SCORE)/Prison Build** - Prisoners gain valuable building experience while constructing wood cabins, cabinets, and housing components for state agencies and nonprofit organizations, such as Habitat for Humanity. Horticulture students gain skill growing landscaping plants for Habitat projects, and native plants and trees for the Department of Natural Resources.

**WorkKeys Testing** - The WorkKeys assessment is offered to every prisoner that is paroling. This nationally recognized work skills assessment is used by employers, educators and

workforce developers to measure work readiness in applied mathematics, locating information and reading for information. Prisoners that score at a silver level or above will receive a National Career Readiness Certificate. Michigan will continue to use up to 10 percent of our federal allocation available under Section 222(a)(1) to support Adult Education and literacy activities in correctional and other institutional facilities.

*Each eligible agency using funds provided under Programs for Corrections Education and Other Institutionalized Individuals to carry out a program for criminal offenders within a correctional institution must give priority to serving individuals who are likely to leave the correctional institution within five (5) years of participation in the program.*

The Office of Adult Education will support the Michigan Department of Corrections in establishing priorities for service to those adult education students with the lowest educational attainment and the greatest probability of increasing educational attainment and returning to the labor force. Further, Michigan Public Act 320 of 1998 indicates “a prisoner whose minimum terms of imprisonment is two years or more shall not be released on parole unless he or she has earned a high school diploma or earned its equivalent in the form of a General Educational Development Certificate.

The Michigan Department of Corrections has policy in place giving priority of service to individuals who are likely to leave the correctional institution within two (2) years of participation in Adult Education programs.

### **Integrated English Literacy and Civics Education Program**

*Describe how the state will establish and operate Integrated English Literacy and Civics Education programs under Section 243 of the WIOA, for English language learners who are adults, including professionals with degrees and credentials in their native countries.*

*Describe how the state will fund, in accordance with the requirements of Title II, Subtitle C, an Integrated English Literacy and Civics program, and how the funds will be used for the program.*

*Describe how the Integrated English Literacy and Civics Education program will be delivered in combination with integrated education and training activities.*

*Describe how the program is designed to (1) prepare adults who are English language learners for, and place such adults in unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency and (2) integrate with the local workforce development system and its functions to carry out the activities of the program.*

The integrated English literacy and civics education program design perfectly aligns with the career pathways approach Michigan is implementing. Career pathways increase integration of Adult Education - including English language acquisition – with workforce preparation

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activities, and provide a clear sequence of education and training that prepares learners for in-demand employment opportunities. This requires strong partnerships between adult education, workforce development, postsecondary education and employers.

Michigan has a history of collaboration between adult education programs and local one-stop centers, including co-location and referrals between agencies. The emphasis now is taking that partnership to the next level through program alignment and dual enrollment.

The Office of Adult Education has been and will continue to assist English language acquisition programs with establishing integrated English literacy and civics education programs through high-quality professional development and sharing of resources, research and best-practices.

Michigan's allocation for integrated English literacy and civics education program will be distributed regionally thru a new competition process in Program Year 2016-2017. The two (2) year grants will be awarded through an open competition that meets all state and federal procurement requirements to eligible providers that can demonstrate high-quality programs designed to prepare English language learners for employment in in-demand industries and that are integrated with workforce development services.

### **State Leadership**

*Describe how the state will use the funds to carry out the required state leadership activities under Section 223 of the WIOA, if applicable.*

*Describe how the state will use the funds to carry out permissible state leadership activities under Section 223, if applicable.*

The Office of Adult Education will utilize state leadership funds to carry out the activities required in Section 223 as follows:

Alignment of Adult Education services with core programs. Michigan will use funds to align Adult Education and literacy services with other core partners and one-stop partners in each region through the identified career pathway approach, in order to help all Michiganders succeed and successfully obtain family-sustaining employment. The Office of Adult Education will utilize professional development opportunities to share the common vision for career pathways with key stakeholders, strategies and research-based promising practices for contextualizing and integrating basic skills instruction and workforce preparation, and building and maintaining effective partnerships.

Establishment of a high quality professional development system. Michigan will increase the capacity of its existing professional development system through regional training institutes focused on the improvement of instruction for adult learners, and establishing venues in each Prosperity Region. The Office of Adult Education will complement face-to-face training with webinars and online resources and toolkits, as appropriate. Topics for training will be based on a survey of local program needs, targeting areas of lowest performance statewide, and new required activities or policies. The Office of Adult Education will ensure adequate professional

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development offerings for all staff, including administrators, teachers, counselors, and support personnel.

Technical assistance. The Office of Adult Education will provide technical assistance regionally to inform and train the field on their role as one-stop partners, current Adult Education policies and procedures, and entry of participant data into the Michigan Adult Education Reporting System. Best and promising practices will be shared with the field and core partners via webinars and the Office of Adult Education website.

Monitoring and evaluation. The Office of Adult Education will continue to monitor and evaluate all programs annually through desk audits, and up to 20 percent of programs through targeted on-site monitoring visits.

The Office of Adult Education will utilize state leadership funds for permissible activities under Section 223 (a)(2) that meet the needs and goals identified by the state in order to increase program performance, improve the quality of teaching and instruction, assist the integration of Adult Education into the one-stop system, and/or to pilot and disseminate new and innovative approaches to the delivery of Adult Education services.

### **Assessing Quality**

*Describe how the eligible agency will assess the quality of providers of Adult Education and literacy activities under Title II and take actions to improve such quality, including providing the activities described in Section 223(a)(1)(B) of the WIOA.*

The Office of Adult Education will assess the quality of services delivered by Adult Education providers by conducting on-site monitoring visits for up to 20 percent of all federal sub-recipients annually to ensure compliance and support program improvement. All programs will be reviewed annually by a desk audit.

In addition, technical assistance will be available, especially targeting low-performing sub-recipients to ensure knowledge of current policies, procedures, and requirements. The scope and depth of technical assistance provided will be based on the needs and resources available, and will be reviewed and determined by the Office of Adult Education each year.

Statewide trends and patterns of weaknesses identified will be addressed through professional development in order to improve the quality of Adult Education and literacy services in Michigan.

## ADULT BASIC EDUCATION AND LITERACY PROGRAMS CERTIFICATIONS AND ASSURANCES

STATEMENT		REFERENCE	DOCUMENTATION or COMMENTS
1.	The plan is submitted by the state agency that is eligible to submit the plan;		
2.	The state agency has authority under state law to perform the functions of the state under the program;		
3.	The state legally may carry out each provision of the plan;		
4.	All provisions of the plan are consistent with state law;		
5.	A state officer, specified by title in the certification, has authority under state law to receive, hold, and disburse federal funds made available under the plan;		
6.	The state officer who is submitting the plan, specified by the title in the certification, has authority to submit the plan;		
7.	The agency that is submitting the plan has adopted or otherwise formally approved the plan; and		
8.	The plan is the basis for state operation and administration of the program;		

**The State Plan must include assurances that:**

1.	The eligible agency will expend funds appropriated to carry out title II of the Workforce Innovation and Opportunity Act (WIOA) only in a manner consistent with fiscal requirements under section 241(a) of the WIOA (regarding supplement and not supplant provisions);	<a href="http://www.michigan.gov/documents/wda/Supplement_vs_Supplamt_463150_7.pdf">http://www.michigan.gov/documents/wda/Supplement_vs_Supplamt_463150_7.pdf</a>	See page 9, <b>Supplement Not Supplant</b> section of the Assurances and Certifications for Federal and State Adult Education Grants.
2.	The eligible agency will ensure that there is at least one eligible provider serving each local area, as defined in section 3(32) of the WIOA;		This will be a requirement included in Request for Proposal for selection of Title II providers under the WIOA.
3.	The eligible agency will not use any funds made available under title II of the WIOA for the purpose of supporting or providing programs, services, or activities for individuals who are not “eligible individuals” within the meaning of section 203(4) of the WIOA, unless it is providing programs, services or activities related to family literacy activities, as defined in section 203(9) of the WIOA; and	<a href="http://michigan.gov/documents/wda/Adult_Education_Program_Eligibility_for_Federal_State_Programs_463159_7.pdf">http://michigan.gov/documents/wda/Adult_Education_Program_Eligibility_for_Federal_State_Programs_463159_7.pdf</a>	
4.	Using funds made available under title II of the WIOA to carry out a program for criminal offenders within a correctional institution, the eligible agency will give priority to serving individuals who are likely to leave the correctional institution within five years of participation in the program.		Michigan Department of Corrections Priority for Enrollment and Scheduling of Academic and career and technical education Programs Policy Memo

1. [SF424B - Assurances – Non-Construction Programs](http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)  
(<http://www2.ed.gov/fund/grant/apply/appforms/appforms.html>)
2. [Grants.gov - Certification Regarding Lobbying](http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)  
(<http://www2.ed.gov/fund/grant/apply/appforms/appforms.html>)
3. [SF LLL Form – Disclosure of Lobbying Activities \(required, only if applicable\)](http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)  
(<http://www2.ed.gov/fund/grant/apply/appforms/appforms.html>)



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## WORKFORCE DEVELOPMENT AGENCY

### ASSURANCES & CERTIFICATIONS FOR FEDERAL/STATE EDUCATION GRANTS

#### Office of Adult Education

##### Project Changes

The Grantee must obtain prior written approval for major project changes from the grant administrator.

##### Record Retention

The Grantee shall retain all financial records, supporting documents, statistical records, and all other pertinent records for a period of seven (7) years or greater as provided by law following the creation of the records or documents.

##### Program Income

If applicable, program income directly generated by the federally funded program shall either be added to the project budget and used to further eligible program objectives or deducted from the total program budget for the purpose of determining the amount of reimbursable costs. (EDGAR 80.25)

##### Purchase of Equipment

The purchase of equipment not specifically listed in the approved budget, must have prior written approval of the Grant Administrator. Equipment is defined as non-expendable personal property having a useful life of more than one year. Such equipment shall be retained by the Grantee unless otherwise specified at the time of approval.

None of the funds expended under this act will be used to acquire equipment including computer software in any instance in which such acquisitions results in a direct financial benefit to any organization representing the interests of the purchasing entity or its employees or any affiliate of such an organization.

##### Accounting Principles

The Grantee shall adhere to the School District Accounting Manual and/or the Generally Accepted Accounting Principles and shall maintain records that will allow, at a minimum, for the comparison of actual outlays with budgeted amounts. The Grantee's overall financial management system must ensure effective control over and accountability for all funds received. Accounting records must be supported by source documentation including, but not limited to, balance sheets, general ledgers, time sheets and invoices. The expenditure of state and federal grant funds shall be reported by line item and compared to the approved budget.

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### Audit Requirements

The Grantee agrees that the State may, upon 24-hour notice, perform an audit and/or monitoring review at Grantee's location(s) to determine if the Grantee is complying with the requirements of the Agreement. The Grantee agrees to cooperate with the State during the audit and/or monitoring review and produce all records and documentation that verifies compliance with the Agreement requirements. The Grantor may require the completion of an audit before final payment.

The applicant hereby assures that it will direct its auditors to provide the Workforce Development Agency access to their audit work papers upon the request of the Workforce Development Agency.

If the Grantee is a governmental or non-profit organization and expends the minimum level specified in OMB Circular A-133 (\$500,000 as of June 27, 2003) or more in total federal funds in its fiscal year, then Grantee is required to have an audit performed in compliance with the Single Audit Act and submit a Single Audit report to all agencies that provided federal funds to the entity during the fiscal year being audited.

### Competitive Bidding

The Grantee agrees that all procurement transactions involving the use of state funds shall be conducted in a manner that provides maximum open and free competition. When competitive selection is not feasible or practical, the Grantee agrees to obtain the written approval of the Grant Administrator before making a sole source selection. Sole source contracts should be negotiated to the extent that such negotiation is possible.

### Liability

The State is not liable for any costs incurred by the Grantee before the start date or after the end date of this Agreement. Liability of the State is limited to the terms and conditions of this Agreement and the grant amount.

### Intellectual Property

Grantee grants to the Grantor a non-exclusive, royalty-free, site-wide, irrevocable, transferable license to use the Deliverables and related documentation according to the terms and conditions of this Agreement. For the purposes of this license, "site-wide" includes any state of Michigan office regardless of its physical location.

The Grantor may modify the Deliverable and may combine the Deliverable with other programs or materials to form a derivative work. The Grantor will own and hold all copyright, trademarks, patent and other intellectual property rights in any derivative work, excluding any rights or interest in Deliverable other than those granted in this Agreement.

The Grantor may copy each Deliverable to multiple hard drives or networks unless otherwise agreed by the parties.

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The Grantor will make and maintain no more than one archival copy of each Deliverable, and each copy will contain all legends and notices and will be subject to the same conditions and restrictions as the original. The Grantor may also make copies of the Deliverable in the course of routine backups for the purpose of recovery of contents.

In the event that the Grantee shall, for any reason, cease to conduct business, or cease to support the Deliverable, the Grantor shall have the right to convert these licenses into perpetual licenses, with rights of quiet enjoyment, but subject to payment obligations not to exceed the then current rates.

### Safety

The Grantee, all contractors, and subcontractors are responsible for insuring that all precautions are exercised at all times for the protection of persons and property. Safety provisions of all Applicable Laws and building and construction codes shall be observed. The Grantee, contractors, and every subcontractor are responsible for compliance with all federal, state and local laws and regulations in any manner affecting the work or performance of this Agreement and shall at all times carefully observe and comply with all rules, ordinances, and regulations. The Grantee, all contractors and subcontractors shall secure all necessary certificates and permits from municipal or other public authorities as may be required in connection with the performance of this Agreement.

### Indemnification (Community Colleges, Municipalities, State Government Agencies, Federal Government Agencies, School Districts)

Inasmuch as each party to this grant is a governmental entity of the State of Michigan, each party to this grant must seek its own legal representation and bear its own costs; including judgments, in any litigation which may arise from the performance of this grant. It is specifically understood and agreed that neither party will indemnify the other party in such litigation.

### Indemnification (All Other Entities)

#### a) General Indemnification

To the extent permitted by law, the Grantee shall indemnify, defend and hold harmless the State from liability, including all claims and losses, and all related costs and expenses (including reasonable attorneys' fees and costs of investigation, litigation, settlement, judgments, interest and penalties), accruing or resulting to any person, firm or corporation that may be injured or damaged by the Grantee in the performance of this Agreement and that are attributable to the negligence or tortious acts of the Grantee or any of its subcontractors, or by anyone else for whose acts any of them may be liable.

#### (b) Employee Indemnification

In any and all claims against the State, its departments, divisions, agencies, sections, commissions, officers, employees and agents, by any employee of the Grantee or any of its subcontractors, the indemnification obligation under the Agreement shall not be limited in any

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way by the amount or type of damages, compensation or benefits payable by or for the Grantee or any of its subcontractors under worker's disability compensation acts, disability benefit acts or other employee benefit acts. This indemnification clause is intended to be comprehensive. Any overlap in provisions, or the fact that greater specificity is provided as to some categories of risk, is not intended to limit the scope of indemnification under any other provisions.

(c) Patent/Copyright Infringement Indemnification

To the extent permitted by law, the Grantee shall indemnify, defend and hold harmless the State from and against all losses, liabilities, damages (including taxes), and all related costs and expenses (including reasonable attorneys' fees and costs of investigation, litigation, settlement, judgments, interest and penalties) incurred in connection with any action or proceeding threatened or brought against the state to the extent that such action or proceeding is based on a claim that any piece of equipment, software, commodity or service developed or supplied by the Grantee or its subcontractors, or the operation of such equipment, software, commodity or service, or the use or reproduction of any documentation provided with such equipment, software, commodity or service infringes any United States patent, copyright, trademark or trade secret of any person or entity, which is enforceable under the laws of the United States.

The Grantee's duty to indemnify pursuant to this section continues in full force and effect, notwithstanding the expiration or early cancellation of the Agreement, with respect to any claims based on facts or conditions that occurred before expiration or cancellation.

Cancellation

The State may terminate this Agreement without further liability or penalty to the State, its departments, divisions, agencies, offices, commissions, officers, agents and employees for any of the following reasons:

(a) Termination for Cause

In the event that Grantee breaches any of its material duties or obligations under this Agreement or poses a serious and imminent threat to the health and safety of any person, or the imminent loss, damage or destruction of any real or tangible personal property, the State may terminate this Agreement immediately in whole or in part, for cause, as of the date specified in the notice of termination. In the event that this Agreement is terminated for cause, in addition to any legal remedies otherwise available to the State by law or equity, Grantee shall be responsible for all costs incurred by the state in terminating this Agreement, including but not limited to, State administrative costs, reasonable attorneys' fees and court costs, and any reasonable additional costs the State may incur.

(b) Termination for Convenience

The State may terminate this Agreement for its convenience, in whole or part, if the State determines that such a termination is in the State's best interest. Reasons for such termination shall be left to the sole discretion of the State and may include, but not necessarily be limited to (a) the State no longer needs the Services or products specified in the Agreement, (b) relocation of office, program changes, changes in laws, rules, or regulations make implementation of the

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services no longer practical or feasible. The State may terminate this Agreement for its convenience, in whole or in part, by giving Grantee written notice at least thirty (30) days prior to the date of termination. If the state chooses to terminate this Agreement in part, the Budget shall be equitably adjusted to reflect those reductions.

(c) Non-Appropriation

Grantee acknowledges that continuation of this Agreement is subject to appropriation or availability of funds for this Agreement. If funds to enable the state to effect continued payment under this Agreement are not appropriated or otherwise made available (including the federal government suspending or halting the program or issuing directives preventing the State from continuing the program), the State shall have the right to terminate this Agreement, in whole or in part, at the end of the last period for which funds have been appropriated or otherwise made available by giving written notice of termination to Grantee. The State shall give Grantee at least thirty (30) days advance written notice of termination for non-appropriation or unavailability (or such time as is available if the state receives notice of the final decision less than thirty (30) days before the funding cutoff). In the event of a termination under this section, the Grantee shall, unless otherwise directed by the state in writing, immediately take all reasonable steps to terminate its operations and to avoid and/or minimize further expenditures under the Agreement.

(d) Criminal Conviction

The State may terminate this Agreement immediately and without further liability or penalty in the event Grantee, an officer of Grantee, or an owner of a 25 percent or greater share of Grantee is convicted of a criminal offense incident to the application for, or performance of, a State, public or private contract or subcontract or grant; convicted of a criminal offense, including any of the following: embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, attempting to influence a public employee to breach the ethical conduct standards for State of Michigan employees; convicted under state or federal antitrust statutes; or convicted of any other criminal offense which in the sole discretion of the State reflects upon Grantee's business integrity.

(e) Approvals Rescinded

The State may terminate this Agreement without further liability or penalty in the event any final administrative or judicial decision or adjudication disapproves a previously approved request for purchase of personal services pursuant to Constitution 1963, Article 11, § 5, and Civil Service Rule 7-1. Termination may be in whole or in part and may be immediate as of the date of the written notice to Grantee or may be effective as of the date stated in such written notice.

No State Employees or Legislators

No member of the Legislature or Judiciary of the State of Michigan or any individual employed by the State shall be permitted to share in this Agreement, or any benefit that arises from this Agreement.

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### Certification Regarding Nondiscrimination Under Federally and State Assisted Programs

The applicant hereby agrees that it will comply with all federal and Michigan laws and regulations prohibiting discrimination and, in accordance therewith, no person, on the basis of race, color, religion, national origin or ancestry, age, sex, height, weight, marital status or disability shall be discriminated against, excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination in any program or activity for which it is responsible or for which it receives financial assistance from the U.S. Department of Education or the Workforce Development Agency.

Recipients of federal funds are required to issue notice of nondiscrimination to applicants, participants, beneficiaries and others in a continuous manner. Regulations require that the name or title, address, and telephone number of the employee designated to coordinate compliance efforts be included. A statement of nondiscrimination must be included in all bulletins, announcements, publications, catalogs, applications, agreements, and recruitment materials. Additional forms of notification (publication in newspapers, cable public access, web sites, etc.) may also be used.

### Certification Regarding Boy Scouts of America Equal Access Act, 20 U.S. Code 7905, 34 Code of Federal Regulation PART 108.

A state or subgrantee that is a covered entity as defined in Sec. 108.3 of this title shall comply with the nondiscrimination requirements of the Boy Scouts of America Equal Access Act, 20 U.S. Code 7905, 34 CFR part 108.

### Assurance Regarding Access to Records and Financial Statements

The applicant hereby assures that it will provide the pass-through entity, i.e., the Workforce Development Agency, and auditors with access to the records and financial statements as necessary for the pass-through entity to comply with Section 400 (d) (4) of the U.S. Department of Education Compliance Supplement for A-133.

### Unfair Labor Practice

Pursuant to 1980 PA 278, MCL 423.231, et seq., the state shall not award a grant or subcontract to an employer whose name appears in the current register of employers failing to correct an unfair labor practice compiled pursuant to section 2 of the Act. This information is compiled by the United States National Labor Relations Board. A Grantee, in relation to the Agreement, shall not enter into a contract with a subcontractor, manufacturer, or supplier whose name appears in this register. Pursuant to section 4 of 1980 PA 278, MCL 423.324, the state may void any Agreement if, subsequent to award of the Agreement, the name of Grantor as an employer or the name of the subcontractor, manufacturer or supplier of Grantor appears in the register.

### Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion – Lower Tier Covered Transactions

The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or



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voluntarily excluded from participating in this transaction by any Federal department or agency. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

#### Certification Regarding Lobbying for Grants and Cooperative Agreements

No federal, appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of a federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making of any federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any federal grant or cooperative agreement. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress, in connection with this federal grant or cooperative agreement, the Authorized Agency Official shall complete and submit Standard Form-LLL "Disclosure Form to Report Lobbying," in accordance with its instructions. The Authorized Agency Official shall require that the language of this certification be included in the awards documents of all sub-awards at all tiers (including sub-grants, contracts under grants and cooperative agreements, and subcontracts) and that all sub-recipients shall certify and disclose accordingly.

#### Governing Law

The Agreement shall in all respects be governed by, and construed in accordance with, the substantive laws of the State of Michigan without regard to any Michigan choice of law rules that would apply the substantive law of any other jurisdiction to the extent not inconsistent with, or pre-empted by federal law.

#### Jurisdiction

Any dispute arising from the Agreement shall be resolved in the State of Michigan. With respect to any claim between the parties, Grantee consents to venue in Ingham County, Michigan, and irrevocably waives any objections it may have to such jurisdiction on the grounds of lack of personal jurisdiction of such court or the laying of venue of such court or on the basis of forum non conveniens or otherwise. Contractor agrees to appoint agents in the State of Michigan to receive service of process.

#### Assignment

Grantee shall not have the right to assign the Agreement, or to assign or delegate any of its duties or obligations under the Agreement, to any other party (whether by operation of law or otherwise), without the prior written consent of the Grantor. Any purported assignment in violation of this section shall be null and void.

#### Agreement

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The Agreement, including any Attachments, constitutes the entire agreement between the parties with respect to the grant and supersedes all prior agreements, whether written or oral, with respect to such subject matter.

#### Independent Contractor Relationship

The relationship between the state and Grantee is that of client and independent Contractor. No agent, employee, or servant of Grantee or any of its Subcontractors shall be or shall be deemed to be an employee, agent or servant of the State for any reason. Grantee will be solely and entirely responsible for its acts and the acts of its agents, employees, servants and subcontractors during the performance of the Agreement.

#### Conflicts

In the event of a conflict between the terms of this Agreement and any federal or state laws or regulations, the federal or state laws or regulations will supersede any contrary term contained in this Agreement.

#### Assurance Regarding Compliance with Grant Program Requirements

The grantee agrees to comply with all applicable requirements of all state statutes, Federal laws, executive orders, regulations, policies and award conditions governing this program. The grantee understands and agrees that if it materially fails to comply with the terms and conditions of the grant award, the Workforce Development Agency may withhold funds otherwise due to the grantee from this grant program, any other federal grant programs or the State School Aid Act of 1979 as amended, until the grantee comes into compliance or the matter has been adjudicated and the amount disallowed has been recaptured (forfeited). The Department may withhold up to 100% of any payment based on a monitoring finding, audit finding or pending final report.

#### Certification Regarding Title III of the Americans With Disabilities Act, P.L. 101-336, Public Accommodations and Commercial Facilities (for Title III applicants only)

The Americans with Disabilities Act provides comprehensive civil rights protections for individuals with disabilities. Title III of the Americans with Disabilities Act covers public accommodations (private entities that affect commerce, such as museums, libraries, private schools, and day care centers) and only addresses existing facilities and readily achievable barrier removal. In accordance with Title III provisions, the applicant has taken the necessary action to ensure that individuals with a disability are provided full and equal access to the goods, services, facilities, privileges, advantages, or accommodations offered by the applicant. In addition, a Title III entity, upon receiving a grant from the Workforce Development Agency, is required to meet the higher standards (i.e., program accessibility standards) as set forth in Title II of the Americans with Disabilities Act for the program or service for which they receive a grant.

#### Certification Regarding Title II of the Americans With Disabilities Act, P.L. 101-336, State and Local Government Services (for Title II applicants only)

The Americans with Disabilities Act provides comprehensive civil rights protections for individuals with disabilities. Title II of the Americans with Disabilities Act covers programs,

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activities, and services of public entities. Title II requires that “No qualified individual with a disability shall, by reason of such disability be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by such entity.” In accordance with Title II Americans with Disabilities Act provisions, the applicant has conducted a review of its employment and program/service delivery processes and has developed solutions to correcting barriers identified in the review.

### Civil Rights

The Civil Rights Compliance Program, administered by the Workforce Development Agency, enforces several statutes that protect the rights of beneficiaries of programs, activities or services as part of approved Career and Technical/Occupational Education programs that receive federal financial assistance. These laws prohibit discrimination on the basis of race, color, and national origin (Title VI of the Civil Rights Act of 1964), gender/sex (Title IX of the Education Amendments of 1972), disability (Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990), and age (Age Discrimination Act of 1975).

### Certification Regarding Drug-Free Workplace Requirements

The applicant agrees to comply with the Drug-Free Workplace Act of 1988, and implemented at 34 CFR Part 84, Subpart B.

### Certification Regarding Gun-Free Schools – Federal Programs (Section 4141, Part A, Title IV, NCLB)

The applicant assures that it has in effect a policy requiring the expulsion from school for a period of not less than one year of any student who is determined to have brought a weapon to school under the jurisdiction of the agency except such policy may allow the chief administering officer of the agency to modify such expulsion requirements for student on a case-by-case basis. (The term "weapon" means a firearm as such term is defined in Section 92` of Title 18, United States Code.)

The district has adopted, or is in the process of adopting, a policy requiring referral to the criminal or juvenile justice system of any student who brings a firearm or weapon to a school served by the agency.

### Assurance Concerning Materials Developed with Funds Awarded Under This Grant

The grantee assures that the following statement will be included on any publication or project materials developed with funds awarded under this program, including reports, films, brochures, and flyers: “These materials were developed under a grant awarded by the Workforce Development Agency.”

### Assurance Concerning Non-Construction Programs

The grantee assures that compliance will be met with all related federal and state laws regarding non-construction programs.

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### Participation of Non-Public Schools

The applicant assures that private non-profit schools have been invited to participate in the grant program and participating schools have been consulted in assessing needs, planning, and implementing the activities of this application. The applicant shall maintain continuing administrative control and direction over funds and property that benefits participants enrolled in private schools.

### Assurance with Section 511 of the U.S. Department of Education Appropriation Act of 1990

When issuing statements, press releases, requests for proposals, solicitations, and other documents describing this project, the recipient shall clearly state: 1) the dollar amount of federal funds for the project, 2) the percentage of the total cost of the project that will be financed with federal funds, and 3) the percentage and dollar amount of the total cost of the project that will be financed by nongovernmental sources.

### Supplement Not Supplant

Federal funds received under this Act shall be used to supplement and not supplant state or local funds for any activity carried out in the delivery of this program.

### Assurances are hereby given that the applicant agency will:

- (1) Utilize the Federal ABE funds to supplement local program activities described;
- (2) Provide adult programs that are coordinated with and not duplicative of programs, services or activities made available to adults under other Federal, state and local programs, including the Workforce Investment Act, the Carl D. Perkins Vocational Education Act, the Rehabilitation Act of 1973, the Education of the Handicapped Act; the Indian Education Act, the Higher Education Act of 1965, and the Domestic Volunteer Service Act; and
- (3) All eligible agencies receiving funds under this act shall assure direct and equitable access to all eligible clients.

### Conflict of Interest

A grantee may not permit a person to participate in an administrative decision regarding a project if, (1) the decision is likely to benefit that person or a member of his or her immediate family; and (2) the person is a public official or has a family or business relationship with the grantee.

A grantee may not permit any person participating in the project to use his or her position for a purpose that is--or gives the appearance of being--motivated by a desire for a private financial gain for that person or for others.

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### Assurance Against Trafficking in Persons

The applicant assures that it adopts the requirements in the Code of Federal Regulations at 2 CFR 175 as a condition for this grant. You as a subrecipient under this award and your employees may not --

- i. Engage in severe forms of trafficking in persons during the period of time that the award is in effect;
- ii. Procure a commercial sex act during the period of time that the award is in effect; or
- iii. Use forced labor in the performance of the award or subawards under the award.

Under this condition, the Federal awarding agency may terminate this grant without penalty for any violation of these prohibitions by the grantee, its employees, or its subrecipients.

### Assurance Regarding the Prohibition of Text Messaging and Emailing While Driving During Official Federal Grant Business

The applicant assures that it prohibits text messaging and emailing while driving during official grant business. Federal grant recipients, sub recipients and their grant personnel are prohibited from text messaging while driving a government owned vehicle, or while driving their own privately owned vehicle during official grant business, or from using government supplied electronic equipment to text message or email when driving.

Recipients must comply with these conditions under Executive Order 13513, "Federal Leadership on 'Reducing Text Messaging While Driving,'" October 1, 2009.

### Assurance Regarding Reporting Subaward Data for Subrecipients

The Federal Funding Accountability and Transparency Act (FFATA) is designed to increase transparency and improve the public's access to Federal government information. To this end, FFATA requires that subaward data be reported for all new Federal grants funded at \$25,000 or more with an award date on or after October 1, 2010.

An applicant or subrecipient assures that it will timely report data as needed to Workforce Development Agency for the purposes of federal reports for any subaward on a grant awarded by the U.S. Department of Education will be reported for each action or subaward that obligates \$25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5).

### Certification Regarding Universal Identifier Requirements

The applicant or grant recipient certifies it will meet the requirement for supplying a Data Universal Numbering System (DUNS) number. As a condition of a subrecipient of a federal grant award, you must supply a DUNS number to Michigan Department of Education. No entity may receive a federal subaward without a DUNS number. The Michigan Department of

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Education will not make a subaward to an entity unless that entity has provided its DUNS number.

Reporting Prime Awardee Executive Compensation Data

An applicant or subrecipient assures that it will comply the Federal Funding Accountability and Transparency Act (FFATA) requirement that executive compensation data be reported for all new Federal grants funded at \$25,000 or more with an award date on or after October 1, 2010.

Assurance Regarding Sanctions Against Iran Linked Businesses

The applicant assures that, for any request for proposals or contract renewal for work performed under this grant, it will collect a certification from each bidder that the bidder is not an Iran Linked Business. An Iran linked business is not eligible to submit a bid on a request for proposal with a public entity. Recipients must comply with all conditions under P.A. 517 of 2012, "Iran Economic Sanction Act," April 1, 2013.

DRAFT



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# MICHIGAN DEPARTMENT OF CORRECTIONS

*“Expecting Excellence Every Day”*

## MEMORANDUM

*(Sent via e-mail 12/20/05)*

**DATE:** December 20, 2005

**TO:** Wardens  
School Principals  
Classification Directors

**FROM:** Dennis M. Straub, Deputy Director *Dennis M. Straub*  
Correctional Facilities Administration

**SUBJECT:** Priority for Enrollment and Scheduling of Academic and CTE Programs

This is to establish guidelines for consistent placement of prisoners into academic and career and technical training programs.

Until further notice, school schedules and enrollment processes are to strictly adhere to those defined in the *Education Action Plan* and in this memorandum. No exceptions are to be made unless approved by the Education Manager, Julie DeRose.

Prisoners are to be enrolled using the following priority/guidelines:

### ACADEMIC

- Special Education eligible
- Title I eligible
- No verified GED or high school diploma
- Sentenced for a crime committed on or before December 15, 1998
- Within two years of parole eligibility
- Those beyond two years or maxing out are to be ordered on the waiting list and enrolled by earliest release date

### CAREER & TECHNICAL EDUCATION

- Special Education eligible with CTE recommendation (minimum reading/math not applicable)
- RGC recommendation for CTE training
- CareerScope and vocational counseling and/or program interest/aptitude
- Prisoners who have partially completed the program at another facility/school

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## Priority for Enrollment and Scheduling of Academic and Career and Technical Education Programs

### Page 2

- Those beyond five years or maxing out are to be ordered on the waiting list and enrolled by earliest release date after consideration of CareerScope and R&GC recommendations

Note: Prisoner may take more than one career and technical education program in accordance with the education policy

All prisoners with a vocational recommendation are to complete the CareerScope and vocational counseling prior to entering an appropriate career and technical education program.

Prisoners serving life sentences are to be last priority in academic and career and technical programs. They are only to be enrolled if there is no waiting list and openings exist in the program.

Classification Directors are to work with School Principals to ensure rapid classification to school.

If you have questions regarding these instructions, please contact Julie DeRose at (517) 335-1388.

DMS:JLD:cs

cc: D. Schrantz, Deputy Director  
J. Yukins, Deputy Director  
B. Bock, RPA  
J. MacMeekin, RPA  
R. Wolfe, RPA  
J. Rubitschun, Parole Board  
D. Scutt, Operations Manager  
J. DeRose, Education Manager  
L. Watts-George, Department Technician

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## Title IV: Vocational Rehabilitation Programs

### Input of State Rehabilitation Council

*All agencies, except for those that are independent consumer-controlled commissions, must describe the following:*

- *Input provided by the State Rehabilitation Council, including input and recommendations on the Vocational Rehabilitation services portion of the plan, recommendations from the Council's report, the review and analysis of consumer satisfaction, and other Council reports that may have been developed as part of the council's functions.*
- *The Designated state unit's response to the council's input and recommendations, and*
- *The designated state unit's explanations for rejecting any of the Council's input or recommendations.*

#### Overview:

The State Rehabilitation Council in Michigan, known as the Michigan Council for Rehabilitation Services serves as the State Rehabilitation Council to both the general designated state unit, Michigan Rehabilitation Services and the designated state unit for the Blind, Bureau of Services for Blind Persons. The designated state agency for Michigan Rehabilitation Services is the Department of Health and Human Services and the designated state agency for Bureau of Services for Blind Persons is the Department of Licensing and Regulatory Affairs. This attachment is focused on how the Michigan Council for Rehabilitation Services worked to achieve the eight federal mandates with Michigan Rehabilitation Services and the Bureau of Services to Blind Persons during Fiscal Year 2015 and our resulting recommendations to Michigan Rehabilitation Services and the Bureau of Services to Blind Persons for Fiscal Years 2017 – 2020.

#### Michigan Rehabilitation Services

**1. Review, analyze, and advise the Grantor regarding its performance in determining eligibility, order of selection, effectiveness, scope and provision of services, and functions of the Grantor that affect, or potentially affect, the ability of persons with disabilities to achieve rehabilitation goals and objectives.**

This mandate was achieved through active participation in the following Michigan Rehabilitation Services activities/work teams along with review and analysis of information received related to their service system: (1) Appeals Hearings Redacted Reports (2) Consultations with the Hearings Manager (3) Consultation with the Client Assistance Program (4) Policy Cadre (5) Customer Input (6) Customer Satisfaction Survey Reports for Fiscal Year 2014, at Plan and Closure (7) Idea Stream Team, including a presentation to a Michigan Rehabilitation Services District Office (8) Follow-up Meeting to Fiscal Year 2014 Comprehensive Statewide Needs Assessment Report (9) Marketing Team and subgroups related Marketing Champions, Online Orientation and the annual Champion Awards event (10) State Plan (11) Focus Groups for Customers of Michigan Rehabilitation Services (12) Michigan Rehabilitation Services Staff and (13) Michigan Rehabilitation Services System Data.

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*Resulting Impact: The Council offered input from the customer perspective with regard to each of the above activities.*

**2. In partnership with the Grantor, provide advice in the preparation of statewide goals and priorities.**

During the State Plan Fiscal Year 2017 – 2020 process meetings, the Council was involved with the review, redesign and/or update of the Michigan Rehabilitation Services goals and priorities.

*Resulting Impact: The goals and priorities were reviewed during the Fiscal Year 2017-2020 Michigan Rehabilitation Services State Plan process and should continue to keep the Designated State Unit focused as they strive for excellence in their service system.*

**3. In partnership with the Grantor, conduct a review and analysis of the effectiveness and consumer satisfaction with vocational rehabilitation services and employment outcomes, including employment benefits.**

Customer satisfaction information was collected by the Michigan Council for Rehabilitation Services through various activities: (1) Consultation with both Client Assistance Program and the Hearings Manager (2) Data review (3) Customers of Michigan Rehabilitation Services Focus Groups (4) Customer Satisfaction Survey Reports at Plan and Closure and (5) Public Comment.

*Resulting Impact: The Michigan Council for Rehabilitation Services is pleased to be included in the review and redesign (as needed) of the customer satisfaction survey tools. The membership did raise the issue of wanting to know the themes from the percentage of those customers who responded to the surveys indicating that they were not satisfied with the Michigan Rehabilitation Services experience. We were pleased to see that the Fiscal Year 2014 Reports provided the information, analysis and recommendations regarding the unsatisfied customers at plan and closure. We look forward to future discussion with Michigan Rehabilitation Services about how they intend to utilize these findings. It is important to note that the satisfaction rate reported by Customers of 86.2 percent is the highest rating received in recent Michigan Rehabilitation Services history. As reported by the Hearings Manager, the number of customer complaints have dropped significantly with fewer Hearings scheduled.*

*At the State Director's suggestion, the Council fully embraced, designed and implemented a Focus Group project during the last half of the fiscal year. The stimulus questions were created to gain input about the customer's experiences with Michigan Rehabilitation Services, involvement with the local Center for Independent Living), and their needs related to gaining and retaining employment. Information obtained was from two local communities. A Council Work team is analyzing the information so that recommendations can be made to Michigan Rehabilitation Services. On a preliminary basis, one of the consistent themes which attendees identified as being the 'best part of their experience with Michigan Rehabilitation Services' was their relationship with their Counselor. A low response rate occurred with the focus groups scheduled at the end of the fiscal year. The member's commitment to this project is seen as they continue in discussion about the strategies needed for the future planning of gaining customer input through local focus groups and/or other mechanisms.*

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**4. Assist in the preparation of the State Plan, Plan amendments, reports, needs assessments, and evaluation required by the Rehabilitation Act.**

With the passage of the Workforce Innovation and Opportunity Act (WIOA), the State Plan process was redesigned quite effectively by the Michigan Rehabilitation Services Staff who manage this effort. The Council was involved in all meetings so that the customer voice was present and involved in discussions and decision making for the new plan. The final draft of the Michigan Rehabilitation Services State Plan was shared with the membership for review, input and support.

The membership was afforded the opportunity to learn about the WIOA through a number of in-person trainings and the expected impact on the Michigan Rehabilitation Services system. The trainings emphasized the significant service changes regarding Transition Aged Youth and Supported Employment that the designated state unit are now required to implement without the addition of financial resources.

The Council was actively involved in the Comprehensive Statewide Needs Assessment meetings which resulted in the Fiscal Year 2014 report. A follow up meeting was scheduled during this fiscal year which provided the opportunity for work team members to determine what worked well and/or what needed improvement as the planning begins in Fiscal Year 2016.

*Resulting Impact: The Michigan Council for Rehabilitation Services was actively involved in the Michigan Rehabilitation Services Fiscal Year 2017-2020 State Plan process, offering customer perspective as relevant. The membership's educational opportunities with the WIOA have provided a knowledge base that will enhance future monitoring efforts by the Council.*

**5. Prepare and submit an annual report to the Governor and the Commissioner of Rehabilitation Services Administration on the status of the general vocational rehabilitation program operated within the State.**

Michigan Rehabilitation Services data and other program information were provided to the Michigan Council for Rehabilitation Services so that the Fiscal Year 2014 report was completed and submitted to the governmental and federal authorities as required.

**6. Coordinate with other state councils, including but not limited to the Statewide Independent Living Council, the Special Education Advisory Council under Individuals with Disabilities Education Act, the Developmental Disabilities Council, the State Mental Health Planning Council, and the Governor's Talent Investment Board.**

**Statewide Independent Living Council:** Coordinated activities included (1) members appointed to represent the respective councils (2) Michigan Council for Rehabilitation Services reports for Statewide Independent Living Council business meeting packets, Statewide Independent Living Council reports for Michigan Council for Rehabilitation Services business meeting packets (3) Michigan Council for Rehabilitation Services/Statewide Independent Living Council Member representation at the Statewide Independent Living Council quarterly meetings and Michigan Council for Rehabilitation Services/Statewide Independent Living Council representation at the six Michigan Council for Rehabilitation Services Business Meetings.



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The other mandated partnerships which include: Special Education Advisory Committee; the Michigan Developmental Disabilities Council; the State Mental Health Planning Council; and the Governor's Talent Investment Board have been managed through members who represent these organizations and/or at Executive Team direction.

*Resulting Impact: The partnerships listed above provided great opportunity for networking with organizations that are working with similar customer populations, while the Michigan Council for Rehabilitation Services role, responsibilities and involvement with Michigan Rehabilitation Services can provide the Vocational Rehabilitation perspective. It is expected that these relationships will continue to develop.*

## **7. Facilitate coordination and working relationships between the Grantor, the Statewide Independent Living Council and centers for independent living throughout the state.**

In Michigan, the Center for Independent Living trade association, Disability Network/Michigan and the Statewide Independent Living Council have a long established working partnership with Michigan Rehabilitation Services. The Michigan Council for Rehabilitation Services members continue their focus on working to enhance the partnership by continually advocating on behalf of the independent living needs of customers of Michigan Rehabilitation Services.

The customers of Michigan Rehabilitation Services focus groups utilized a sample of customers from various stages in the Vocational Rehabilitation process, along with joint customers of the local Center for Independent Living and Michigan Rehabilitation Services office. Stimulus questions utilized at the focus groups include some as designed in partnership with the Statewide Independent Living Council about the customer experience with their local center.

*Resulting Impact: The Michigan Council for Rehabilitation Services involvement with the Center for Independent Living network in Michigan has continued at the statewide level. The focus groups provided a beginning opportunity to work with some local Centers for Independent Living, with hope for expansion in the future.*

## **8. Perform other functions consistent with the purpose of the Rehabilitation Act.**

### **Highlights of other Michigan Council for Rehabilitation Services Functions:**

**Business Meeting Schedule:** During Fiscal Year 2015, the Michigan Council for Rehabilitation Services increased their business meetings to bi-monthly meetings with a newly designed agenda. The one day meeting agendas included: in person work team meetings prior to the start of the Business Meetings, (11:00 – 3:30 p.m.) The business meeting agendas included operational updates, two times for public comment, work team reports, partner reports, and reports from both designated state units and the staff report. The last two hours of each meeting are dedicated to an educational session about emerging topics and/or Comprehensive Statewide Needs Assessment populations identified as underserved or unserved.

*Resulting Impact: The six meetings scheduled during Fiscal Year 2015 resulted in great opportunities to uphold the Mission and Strategic Plan of the Michigan Council for Rehabilitation Services as work teams held in person meetings, the business of the Council was effectively managed and the membership was afforded educational opportunities regarding emerging issues, such as the passage of the WIOA. This new system has kept members better*



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*informed and focused on the efforts needed to achieve the mandates of the Michigan Council for Rehabilitation Services.*

### **Advisory Work Teams Functions:**

The Advisory Executive Team held twice monthly meetings as well as two day long strategic planning meetings. The agendas focus on the strategic plan goal and activities, emerging issues and other education relevant to the daily business operations of the Council staff.

Advisory Customer Experience and Regulatory Guidance Teams have been successful in achieving their work plans along with absorbing new work assignments throughout the year. Highlights include: the annual report, the design and implementation of focus groups, the review of Michigan Rehabilitation Services data, creating a dashboard to track the various levels of data within each designated state unit, the State Plan, education about the WIOA, and the review of the customer satisfaction survey reports.

*Resulting Impact: The work teams benefitted from the monthly meeting schedule as held in person or by teleconference. The work of the Michigan Council for Rehabilitation Services is managed within each work team so that they can then inform the full membership on work efforts taking place, have discussion on relevant topics and/or take action as needed. Work plans were tweaked throughout the year as new assignments emerged so that there was greater impact on the Michigan Council for Rehabilitation Services outcomes. The teams continue to develop a cohesive approach as they work to achieve their responsibilities.*

**Membership:** At the end of this fiscal year (2015), the Michigan Council for Rehabilitation Services had two vacancies: the Governor's Talent Investment Board category and a representative of business, industry and labor. It is expected that these will be managed at the end of the calendar year when the Michigan Council for Rehabilitation Services appointment terms are scheduled to roll over.

Statewide Activities (focused on strengthening partnerships):

The Michigan Council for Rehabilitation Services continued participation in the following statewide activities: (1) Two Americans with Disability Act Anniversary Celebration Events (2) Michigan Rehabilitation Services Champion Awards event (3) The annual re:con convention, a statewide rehabilitation conference held each Fall where the Michigan Council for Rehabilitation Services serves as a primary partner, is on the program committee, facilitates workshops and hosts an exhibit (4) Michigan Association of Rehabilitation Organization's Spring Leadership Training Conference in Traverse City (5) Michigan Rehabilitation Association Membership, with the Michigan Council for Rehabilitation Services Executive Director serving on the Michigan Rehabilitation Association board and (6) Statewide Independent Living Council Business Meetings.

*Resulting Impact: The above activities serve to strengthen relationships within the disability and business community. Most importantly it provides a mechanism for the Council to cross paths with designated state unit staff and educate them about our role and responsibility as we work with public Vocational Rehabilitation. As networking takes place across the state (within the public and private sector) we have seen increased awareness of the Council's role with citizens with disabilities and partners.*

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**National Activities:** Michigan Council for Rehabilitation Services Staff Members are members of the National Rehabilitation Association.

The Michigan Council for Rehabilitation Services is a founding member of the National Coalition of State Rehabilitation Councils. Participation included teleconferences for nationwide National Coalition of State Rehabilitation Council meetings and monthly National Coalition of State Rehabilitation Councils Board of Directors meetings. The Executive Director served as the president of the National Coalition of State Resource Councils, while the Assistant Director provided expertise and technical support through management of the website, list serves and conference registration as supported by the Michigan Council for Rehabilitation Services.

The Chair and Vice Chair attended the April 2015 National Coalition of State Resource Councils, Council of State Administrators of Vocational Rehabilitation and National Council of State Agencies for the Blind Conferences held in Bethesda, MD. This included partnering with our other designated state unit – the Bureau of Services for Blind Persons staff to conduct Capitol Hill visits to educate some of the Michigan Delegation on the value of the public vocational rehabilitation service system in Michigan and the positive impact it has on the Michigan economy. They also informed officials about the continuing challenge Michigan Rehabilitation Services has in garnering enough state match to be able to access the federal allotment for Michigan general Vocational Rehabilitation Services.

*Resulting Impact: The involvement of the Michigan Council for Rehabilitation Services in the various national activities continued to enhance the reputation of this State Rehabilitation Council as being one of the best models across our country. The knowledge gained through this involvement serves to strengthen the work activities of our Council.*

## **MISCELLANEOUS INFORMATION – DAILY BUSINESS OPERATIONS:**

### **FISCAL AND OPERATIONAL MANAGEMENT:**

**Fiscal Agent:** In an effort to uphold the intent of the Rehabilitation Act, to assure the autonomy and independence of the State Rehabilitation Council operations and staff, Michigan Rehabilitation Services has contracted with the Michigan Association of Rehabilitation Organizations since 2004 (prior to that a contract with another state wide organization held the contract from 1996 – 2003). The Council agrees that this contract provides the mechanism needed for a fiscal agent to serve as the employer of record for Michigan Council for Rehabilitation Services staff, along with accounting services for payroll and operational expenses. This contract has continued due to the outstanding accounting talents of the Michigan Association of Rehabilitation Organization's staff person that has resulted in ten clean financial reviews and services that were provided in a professional, flexible manner. The Michigan Council for Rehabilitation Services expects that this contract will continue to be supported by Michigan Rehabilitation Services, assuring the stability of the Council's future.

**Michigan Council for Rehabilitation Services Budget:** The Michigan Council for Rehabilitation Services Resource Plan and Budget for Fiscal Year 2015 was approved by the membership and then negotiated with the designated state unit to ensure financial solvency for the Michigan Council for Rehabilitation Services beginning October 1, 2014. The grant between the Michigan Association of Rehabilitation Organizations and Michigan Rehabilitation Services

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was signed by Department of Human Services for the entire fiscal year. The Fiscal Year 2016 Resource Plan and Budget was created by the Executive Team and approved by the membership for submission to the designated state unit/designated state agency.

**Michigan Council for Rehabilitation Services Staff:** The staff of the Council include: the Executive Director and the Assistant Director. The staff role is to assure the membership's achievement of the State Rehabilitation Council federal mandates along with other activities related to Vocational Rehabilitation and employment as determined by the Council.

*Resulting Impact: The Michigan Council for Rehabilitation Services staff efforts have assured the success of the Council as they achieved the federal mandates related to Michigan Rehabilitation Services.*

**In Closing:** The Michigan Council for Rehabilitation Services maintains a focus of the 'customer's best interest' throughout all levels of their work. We look forward to our continued work on behalf of people with disabilities, in partnership with Michigan Rehabilitation Services as they strive to be one of the leaders of public vocational rehabilitation in our country.

### **Recommendations:**

The following recommendations were designed to reflect customer input and results from our analysis and review of the Michigan Rehabilitation Services system.

1 - We recommend that the Council receives the Michigan Rehabilitation Services program and financial data on a quarterly basis following the submittal of their 113 reports to Rehabilitation Services Administration. We recognize the value of this information as we work to review, analyze and advise Michigan Rehabilitation Services about their service system. Michigan Rehabilitation Services has provided this information at each business meeting with a verbal report, but members have indicated it is difficult to ask questions and have discussion about the information without a written document to review ahead of time.

Response: Michigan Rehabilitation Services agrees that the Council shall receive the Michigan Rehabilitation Services program and financial data on a quarterly basis, in a reasonable amount of time following the submittal of the Michigan Rehabilitation Services 113 reports to the Rehabilitation Services Administration.

2 - We recommend that the Customers of Michigan Rehabilitation Services Focus Group final report, which will include findings and recommendations from the Council, be utilized to inform staff and the Michigan Rehabilitation Services service system about the customer perspective regarding both the successes and the challenges reported with regard to the customer experience.

Response: Michigan Rehabilitation Services agrees that the final report provided by the Customers of Michigan Rehabilitation Services Focus Group should be shared with staff. The final report will be reviewed by Michigan Rehabilitation Services Executives and Managers, and then shared with staff within context.

### **Bureau of Services for Blind Persons**

#### **1. Review, analyze, and advise the Grantor regarding its performance in determining**

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**eligibility, order of selection, effectiveness, scope and provision of services, and functions of the Grantor that affect or potentially affect the ability of persons with disabilities to achieve rehabilitation goals and objectives.** This mandate was achieved through active participation in the following Bureau of Services for Blind Persons activities/work teams along with review and analysis of information received related to their service system: (1) Consultation with the Client Assistance Program (2) Public Comment (3) Customer Satisfaction Survey Report for Fiscal Year 2014 (4) Follow-up meeting to Fiscal Year 2014 Comprehensive Statewide Needs Assessment Report (5) State Plan (6) Bureau of Services for Blind Persons Staff and (7) Bureau of Services for Blind Persons System Data.

*Resulting Impact: The Council offered input from the customer perspective with regard to each of the above activities.*

**2. In partnership with the Grantor, provide advice in the preparation of statewide goals and priorities.** During the State Plan Fiscal Years 2017 – 2020 process meetings, the Council was involved with the review and update of the Bureau of Services for Blind Persons goals and priorities.

*Resulting Impact: The goals and priorities were reviewed during the Fiscal Year 2017-2020 Bureau of Services for Blind Persons State Plan process. The Council will look forward to future opportunities to establish processes with the designated state unit for monitoring progress.*

**3. In partnership with the Grantor, conduct a review and analysis of the effectiveness and consumer satisfaction with vocational rehabilitation services and employment outcomes, including employment benefits.** Customer satisfaction information was collected by the Michigan Council for Rehabilitation Services through various activities: (1) Consultation with Client Assistance Program (2) Data review (3) Customer Satisfaction Survey Report and (4) Public Comment.

*Resulting Impact: As Bureau of Services for Blind Persons and Michigan Council for Rehabilitation Services continue to develop their partnership, the data sources listed above and reports at business meetings have provided the membership with a general sense of the service system. The Michigan Council for Rehabilitation Services has embraced the opportunity to work with Bureau of Services for Blind Persons' staff to facilitate the design and implementation of a Bureau of Services for Blind Persons' Customer Satisfaction Survey Project in Fiscal Year 2016.*

**4. Assist in the preparation of the State Plan, Plan amendments, reports, needs assessments, and evaluation required by the Rehabilitation Act.** The Council was involved in State Plan meetings so that the customer voice was present and involved in discussions and decisions. The final draft of the Bureau of Services for Blind Persons State Plan was shared with the membership for review, input and support.

The membership was afforded the opportunity to learn about the Workforce Innovation and Opportunity Act through a number of in-person trainings and the expected impact on the Bureau of Services for Blind Persons system. The trainings emphasized the significant service changes regarding transition aged youth and Supported Employment that the designated state units are now required to implement without the addition of financial resources.



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The Council was actively involved in the Comprehensive Statewide Needs Assessment meetings which resulted in the Fiscal Year 2014 report. A follow-up meeting was scheduled during this fiscal year which provided the opportunity for work team members to determine what worked well and/or what needed improvement as the planning begins in Fiscal Year 2016.

*Resulting Impact: The Michigan Council for Rehabilitation Services was involved in the Bureau of Services for Blind Persons Fiscal Year 2017-2020 State Plan process, offering customer perspective as relevant. The membership's educational opportunities with the Workforce Innovation and Opportunity Act have provided a knowledge base that will enhance future monitoring efforts by the Council. The Council also looks forward to working with Bureau of Services for Blind Persons as they expand their services to business and employers with regard to new Workforce Innovation and Opportunity Act mandates.*

**5. Prepare and submit an annual report to the Governor and the Commissioner of Rehabilitation Services Administration on the status of the general vocational rehabilitation program operated within the State.** Bureau of Services for Blind Persons data and other program information were provided to the Michigan Council for Rehabilitation Services so that the Fiscal Year 2014 report was completed and submitted to the governmental and federal authorities as required.

**6. Coordinate with other state councils, including but not limited to the Statewide Independent Living Council, the Special Education Advisory Council under Individuals with Disabilities Education Act (IDEA), the Developmental Disabilities Council, the State Mental Health Planning Council, and the Governor's Talent Investment Board.**

**Statewide Independent Living Council:** Coordinated activities included (1) members appointed to represent the respective councils (2) Michigan Council for Rehabilitation Services reports for Statewide Independent Living Council business meeting packets, Statewide Independent Living Council reports for Michigan Council for Rehabilitation Services business meeting packets (3) Michigan Council for Rehabilitation Services/Statewide Independent Living Council Member representation at the Statewide Independent Living Council quarterly meetings and Michigan Council for Rehabilitation Services/Statewide Independent Living Council representation at the 6 Michigan Council for Rehabilitation Services Business Meetings.

The other mandated partnerships which include: Special Education Advisory Committee; the Michigan Developmental Disabilities Council; the State Mental Health Planning Council; and the Governor's Talent Investment Board have been managed through members who represent these organizations and/or at Executive Team direction.

*Resulting Impact: The partnerships listed above provided great opportunity for networking with organizations that are working with similar customer populations, while the Michigan Council for Rehabilitation Services role, responsibilities and involvement with Bureau of Services for Blind Persons can provide the VR perspective. It is expected that these relationships will continue to develop.*

**7. Facilitate coordination and working relationships between the Grantor, the Statewide Independent Living Council and centers for independent living throughout the state.** In Michigan, the Statewide Independent Living Council has a long established working partnership with Bureau of Services for Blind Persons. The Michigan Council for Rehabilitation Services

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members continue their focus on working to enhance the partnership by continually advocating on behalf of the independent living needs of customers of Bureau of Services for Blind Persons.

*Resulting Impact: The Michigan Council for Rehabilitation Services involvement with the Michigan Statewide Independent Living Council has continued at the statewide level.*

## **8. Perform other functions consistent with the purpose of the Rehabilitation Act.**

### **Highlights of other Michigan Council for Rehabilitation Services Functions:**

**Business Meeting Schedule:** During Fiscal Year 2015, the Michigan Council for Rehabilitation Services increased their business meetings to bi-monthly meetings with a newly designed agenda. The one day meeting agendas included in-person work team meetings prior to the start of the business meetings (11:00 – 3:30 p.m.). The business meeting agendas included operational updates, two times for public comment, work team reports, partner reports, reports from both designated state units, and the staff report. The last two hours of each meeting are dedicated to educational sessions about emerging topics and/or Comprehensive Statewide Needs Assessment populations identified as underserved or unserved.

*Resulting Impact: The six meetings scheduled during Fiscal Year 2015 resulted in great opportunities to uphold the Mission and Strategic Plan of the Michigan Council for Rehabilitation Services as work teams held in-person meetings, the business of the Council was effectively managed and the membership was afforded educational opportunities regarding emerging issues, such as the passage of Workforce Innovation and Opportunities Act. This new system has kept members better informed and focused on the efforts needed to achieve the mandates of the Michigan Council for Rehabilitation Services.*

### **Advisory Work Teams Functions:**

The Advisory Executive Team held twice monthly meetings as well as two day long strategic planning meetings. The agendas focused on the strategic plan goal and activities, emerging issues and other education relevant to the daily business operations of the Council staff.

Advisory Customer Experience and Regulatory Guidance Teams have been successful in achieving their work plans along with absorbing new work assignments throughout the year. Highlights include: the annual report, review of Bureau of Services for Blind Persons data, creating a dashboard to track the various levels of data within each DSU, the State Plan, education of the Workforce Innovation and Opportunities Act and review of the Customer Satisfaction Survey report.

### **Resulting Impact:**

*The Work Teams benefitted from the monthly meeting schedule as held in person or by teleconference. The work of the Michigan Council for Rehabilitation Services is managed within each work team, so that they can then inform the full membership on work efforts taking place, have discussion on relevant topics and/or take action as needed. Work plans were tweaked throughout the year as new assignments emerged so that there was greater impact on the Michigan Council for Rehabilitation Services outcomes. The teams continue to develop a cohesive approach as they work to achieve their responsibilities.*

**Membership:** At the end of this fiscal year (2015), the Michigan Council for Rehabilitation Services had two vacancies: the Governor's Talent Investment Board category and a



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representative of Business, Industry and Labor. It is expected that these will be managed at the end of the calendar year when the Michigan Council for Rehabilitation Services appointment terms are scheduled to roll over.

Statewide Activities (focused on strengthening partnerships): The Michigan Council for Rehabilitation Services continued participation in the following statewide activities: (1) Two celebration events for the 25<sup>th</sup> Anniversary of the Americans with Disabilities Act (2) The annual recon convention, a statewide rehabilitation conference held each fall where the Michigan Council for Rehabilitation Services serves as a primary partner, is on the program committee, facilitates workshops and hosts an exhibit (3) Michigan Association of Rehabilitation Organizations' Spring Leadership Training Conference in Traverse City (4) Michigan Rehabilitation Association Membership, with the Michigan Council for Rehabilitation Services Executive Director serving on the Michigan Rehabilitation Association board and (5) *Statewide Independent Living Council Business Meetings*.

*Resulting Impact: The above activities serve to strengthen relationships within the disability and business community. Most importantly, it provides a mechanism for the Council to cross paths with designated state unit staff and educate them about our role and responsibility as we work with public vocational rehabilitation. As networking takes place across the state (within the public and private sector), we have seen increased awareness of the Council's role with citizens with disabilities and partners.*

**National Activities:** Michigan Council for Rehabilitation Services Staff Members are members of the National Rehabilitation Association.

The Michigan Council for Rehabilitation Services is a founding member of the National Coalition of State Rehabilitation Councils. Participation included teleconferences for National Coalition of State Rehabilitation Councils meetings and monthly National Coalition of State Rehabilitation Councils Board of Director's meetings. The Executive Director served as the President of the National Coalition of State Rehabilitation Councils, while the Assistant Director provided expertise and technical support through management of the website, list serves and conference registration as supported by the Michigan Council for Rehabilitation Services.

The Chair and Vice Chair attended the April 2015 National Coalition of State Rehabilitation Councils, Council of State Administrators of Vocational Rehabilitation and National Council of State Agencies for the Blind Conferences held in Bethesda, MD. This included partnering with Bureau of Services for Blind Persons staff to conduct Hill Visits to educate some of the Michigan Delegation on the value of the public vocational rehabilitation service system in Michigan and the positive impact it has on the Michigan economy.

*Resulting Impact: The involvement of the Michigan Council for Rehabilitation Services in the various national activities continued to enhance the reputation of this State Rehabilitation Council as being one of the best models across our country. The knowledge gained through this involvement serves to strengthen the work activities of our Council.*

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## MISCELLANEOUS INFORMATION – DAILY BUSINESS OPERATIONS:

### FISCAL AND OPERATIONAL MANAGEMENT:

**Fiscal Agent:** In an effort to uphold the intent of the Rehabilitation Act, to assure the autonomy and independence of the State Rehabilitation Council operations and staff, Bureau of Services for Blind Persons has contracted with the Michigan Association of Rehabilitation Organizations since 2012. The Council agrees that this contact provides the mechanism needed for a fiscal agent to serve as the employer of record for Michigan Council for Rehabilitation Services staff, along with accounting services for payroll and operational expenses. This contract has continued due to the outstanding accounting talents of the Michigan Association of Rehabilitation Organizations staff person that has resulted in ten clean financial reviews and services that were provided in a professional, flexible manner. The Michigan Council for Rehabilitation Services expects that this contract will continue to be supported by Bureau of Services for Blind Persons, assuring the stability of the Council's future.

### Michigan Council for Rehabilitation Services Budget:

The Michigan Council for Rehabilitation Services Resource Plan and Budget for *Fiscal Year 2015* was approved by the membership and then negotiated with the designated state unit to ensure financial solvency for the Michigan Council for Rehabilitation Services beginning October 1, 2014. The grant between the Michigan Association of Rehabilitation Organizations and Michigan Rehabilitation Services was signed by the Department of Human Services for the entire fiscal year; the grant between the Michigan Association of Rehabilitation Organizations and Bureau of Services for Blind Persons was also signed by the Department of Licensing and Regulatory Affairs for the entire fiscal year. The Fiscal Year 2016 Resource Plan and Budget was created by the Executive Team and approved by the membership for submission to the Designated State Units/Designated State Agencies.

**Michigan Council for Rehabilitation Services Staff:** The staff of the Council include: the Executive Director and the Assistant Director. The staff role is to assure the membership's achievement of the State Rehabilitation Council federal mandates along with other activities related to vocational rehabilitation and employment as determined by the Council.

*Resulting Impact: The Michigan Council for Rehabilitation Services staff efforts have assured the success of the Council as they achieved the federal mandates related to Bureau of Services for Blind Persons.*

### In Closing:

The Michigan Council for Rehabilitation Services maintains a focus of the 'customer's best interest' throughout all levels of their work. We look forward to our continued work on behalf of people with disabilities, in partnership with Bureau of Services for Blind Persons as they strive to implement new requirements in Workforce Innovation and Opportunities Act.

### Recommendations:

The following recommendations were designed to reflect customer input and results from our analysis and review of the Bureau of Services for Blind Persons system.

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1 - We recommend that the Council receives the Bureau of Services for Blind Persons program and financial data on a quarterly basis following the submittal of their 113 reports to Rehabilitation Services Administration. We recognize the value of this information as we work to review, analyze and advise Bureau of Services for Blind Persons about their service system. This information will be included in the applicable Business Meeting packets, as members look forward to receiving Bureau of Services for Blind Persons data in print format for review and discussion at business meetings.

Response: Bureau of Services for Blind Persons will consistently submit quarterly reports, including 113 data, in order to ensure that both the Council and the Bureau are in compliance with federal requirements.

2 - We recommend that Bureau of Services for Blind Persons designs and implements a Succession Plan that will strengthen and ensure the future availability of experienced and prepared employees for management and direct service positions.

Response: State and Civil Service Rules prohibit pre-selection, which in turn limits our ability to participate in detailed succession planning. However, Bureau of Services for Blind Persons always considers talent and skills within the Bureau and has demonstrated by action our commitment to recognizing that talent when opportunities for succession and advancement present themselves. Bureau of Services for Blind Persons will continue to do so.

Professional development opportunities are consistently made available that encourage the development of leadership skills. An example of this dedication is participation in the National Rehabilitation Leadership Institute program, in which the majority of our managers have participated.

3 - We recommend that Bureau of Services for Blind Persons conducts a Strategic Plan session with an outside facilitator to create a new plan with goals and strategies for their Bureau, to include the vocational rehabilitation and supported employment components. The Council looks forward to being involved in this process and believes that a new plan will strengthen the Bureau of Services for Blind Persons operations in a manner which results in an increase in successful outcomes.

Response: Bureau of Services for Blind Persons will partner with the Council to determine a strategic planning process that will enhance our ability as a Bureau to better serve blind consumers in Michigan and support our Bureau and its staff in our mission.

4 - In consultation with the Michigan Council for Rehabilitation Services, and with regard to new Workforce Innovation and Opportunities Act requirements, we recommend that Bureau of Services for Blind Persons evaluate, update, and implement changes to their policies and procedures that impact all applicants and those determined eligible to receive vocational rehabilitation services.

Response: Bureau of Services for Blind Persons is also committed to this goal and is currently updating and revising policies and procedures to reflect regulatory changes as a result of the Workforce Innovation and Opportunities Act and will continue to do so as rulemaking changes are released.

5 – We recommend that Bureau of Services for Blind Persons review the contents of their web site and incorporate current program and data information along with success stories for perusal

by the public which provides transparency of their service system. As well, a brief description about the Michigan Council for Rehabilitation Services with a link to our website should be part of the Bureau of Services for Blind Persons website.

Response: Bureau of Services for Blind Persons agrees with this recommendation and is currently working with Bureau staff and departmental staff to make necessary changes.

### **Request for Waiver of State-wideness**

*When requesting a waiver of the state-wideness requirement, the designated State unit must identify the types of services to be provided by the program on a non-state-wideness basis.*

*The waiver request must also include written assurances that:*

- *A local public agency will provide the non-federal share of costs associated with the services to be provided in accordance with the waiver requests;*
- *The designated State unit will approve each proposed service before it is put into effect; and*
- *Requirements of the Vocational Rehabilitation services portion of the plan will apply to the services approved under the waiver.*

### **Michigan Rehabilitation Services**

#### **Identification of the Types of Activities to Be Carried out under a Waiver of Statewideness:**

Michigan Rehabilitation Services will continue to develop and maintain specific targeted agreements with local agencies in Fiscal Year 2017 to match federal funds and augment state General Fund/General Purpose funds.

Michigan Rehabilitation Services has developed a policy for the development of activities to be carried out under a waiver of statewideness, which is applied when the nonfederal share of the cost of the services is met from funds provided by an interagency cash transfer agreement or as part of a third party cooperative arrangement. This policy is based on Section 101(a) of the Rehabilitation Act and 34 CFR 361.26 and 361.28 regulations. The Michigan Rehabilitation Services state policy includes the following criteria:

- (1) The non-federal share of the cost of these services is met from funds provided by a local public agency, including funds contributed to a local public agency by a private agency, organization, or individual;
- (2) The goal of the provision of services is to promote the vocational rehabilitation of substantially larger numbers of individuals with disabilities or of individuals with disabilities with particular types of impairments or from particular ethnic populations that have traditionally been underserved by Michigan Rehabilitation Services, and other target populations identified in the Rehabilitation Act (for example, students with disabilities needing transition services);
- (3) Michigan Rehabilitation Services requests a waiver of statewideness on an annual basis in order to provide services to such target groups as described above.

Michigan Rehabilitation Services policy requires each agreement to:

- Describe the services to be provided to individuals;
- Contain written assurances signed by the local public agency that it will make available to Michigan Rehabilitation Services the non-federal share of funds;
- Contain written assurance that Michigan Rehabilitation Services approval will be obtained for each proposed service before it is put into effect; and
- Contain written assurance that the agreement will comply with all State plan requirements for services approved under the waiver, including the state's Order of Selection for Services requirements.

Services under the waiver of statewideness, used to promote the vocational rehabilitation of substantially larger numbers, may include any of the following services:

- Assessment for determining eligibility, and determining vocational rehabilitation needs, including, if appropriate, an assessment by personnel skilled in rehabilitation technology;
- Vocational rehabilitation counseling and guidance, including information and support services to assist an individual in exercising informed choice;
- Information and referral and other services necessary to assist applicants and eligible individuals to secure needed services from other agencies;
- Vocational and other training services, including personal and vocational adjustment training; advanced training in a field of science, technology, engineering, or mathematics (including computer science), medicine, law, or business; books, tools, and other training materials;
- Maintenance;
- Transportation in connection with the provision of any vocational rehabilitation service;
- Interpreter services, including sign language and oral interpreter services, for individuals who are deaf or hard of hearing;
- Job-related services, including job search and placement assistance, job retention services, follow-up services, and follow-along services;
- Supported employment services;
- Personal assistance services in accordance with the definition of that term in Sec. 361.5(c)(38);
- Post-employment services;
- Occupational licenses, tools, equipment, initial stocks, and supplies;
- Rehabilitation technology including vehicular modification, telecommunications, sensory, and other technological aids and devices;
- Transition services;
- Services for self-employment or telecommuting or establishing a small business operation as an employment outcome;
- Customized employment in accordance with the definition of that term in Sec. 361.5(c)(11);
- Other goods and services determined necessary for the individual with a disability to achieve an employment outcome.

## 1. School District Agreements

These Interagency Cash Transfer Agreements and Third Party Cooperative Arrangements\* provide coordinated vocational rehabilitation and special education



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services to eligible youth with disabilities, especially significantly disabled youth, from the intermediate school district (intermediate school district) or with the local school district. Emphasis is placed on students in need of transition service planning. The agreements provide for a variety of rehabilitation services, as needed. Referrals are from local high schools or intermediate school districts.

The following school agreements will continue to be in effect during Fiscal Year 2015-2016. Based on Rehabilitation Services Administration monitoring findings and subsequent guidance, they were reviewed and modified to meet required standards.

#### Michigan Rehabilitation Services District and Intermediate/Local School District

- Ann Arbor, Hillsdale Intermediate School District
- Ann Arbor, Jackson Intermediate School District
- Ann Arbor, Lenawee Intermediate School District
- Ann Arbor, Lenawee Intermediate School District Project Search
- Ann Arbor, LESA – Special Ed - Liv
- Ann Arbor, Washtenaw Intermediate School District - Special Ed
- Detroit Renaissance, Detroit Public Schools Summer Youth Transition
- Detroit Renaissance, Allen/Chavez PSA
- Detroit Renaissance, Wayne County Regional Education Service Agency
- Eastern Michigan, Genesee Intermediate School District
- Eastern Michigan, Huron County Intermediate School District
- Eastern Michigan, Lapeer County Intermediate School District
- Eastern Michigan, Sanilac County Intermediate School District
- Eastern Michigan, St. Clair Regional Education Service Agency
- Eastern Michigan, Tuscola County Intermediate School District -- SCL
- Grand Rapids, Ionia Intermediate School District
- Grand Rapids, Kent Intermediate School District KTC
- Grand Rapids, Kent Intermediate School District Transitions
- Grand Rapids, Northview Public Schools
- Lansing, Clinton County Regional Education Service Agency
- Lansing, Eaton Intermediate School District
- Lansing, Ingham County Intermediate School District
- Lansing, Shiawassee Regional Education Service District
- Macomb, Armada Schools
- Macomb, Center Line High Schools
- Macomb, Chippewa Valley Schools
- Macomb, Clintondale Schools
- Macomb, Fraser Schools
- Macomb, L'anse Creuse Schools
- Macomb, Macomb Academy
- \*Macomb, Macomb Intermediate School District
- Macomb, Macomb Intermediate School District/Lutz School for Transition
- Macomb, Mt. Clemens Schools



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- Macomb, New Haven Schools
  - Macomb, Richmond
  - Macomb, Romeo Schools
  - Macomb, Roseville High School
  - Macomb, Warren Consolidated Schools
  - Macomb, Utica Community Schools
  - Marquette, Delta-Schoolcraft Intermediate School District
  - Marquette, Dickinson-Iron Intermediate School District
  - Marquette, Eastern UP Intermediate School District
  - Marquette, Gogebic-Ontonagon Intermediate School District
  - Marquette, Marquette-Alger Intermediate School District
  - Marquette, Menominee Intermediate School District
  - Marquette, Ontonagon Area Schools
  - Michigan Career and Technical Institute, Barry County Intermediate School District
  - Mid-Michigan, Bay-Arenac Intermediate School District
  - Mid-Michigan, Clare Gladwin Regional Education Service District
  - Mid-Michigan, Farwell Schools
  - Mid-Michigan, Gratiot Isabella Regional Education Service District
  - Mid-Michigan, Midland ESA
  - Mid-Michigan, Saginaw Intermediate School District
  - \*Mid-Michigan, Saginaw Intermediate School District
  - Northern Michigan, Cheboygan Schools
  - Northern Michigan, Educational Service District-AMA
  - Northern Michigan, Educational Service District-COP
  - Northern Michigan, Gaylord Schools
  - Northern Michigan, Intermediate School District Charlevoix - Emmet
  - Northern Michigan, Intermediate School District COOR
  - Northern Michigan, Intermediate School District Wexford - Missaukee
  - Northern Michigan, Intermediate School District-TBA Special Education
  - Northern Michigan, Intermediate School District-TBA Vocational Education
  - Northern Michigan, Manistee Intermediate School District
  - Northern Michigan, Northern MI Regional Entity
  - Northern Michigan, Regional Education Service Agency Iosco
  - Oakland, Bloomfield Hills Schools--Deaf Program
  - Oakland, Holly Public Schools
  - Oakland, Oakland Schools Intermediate School District
  - Oakland, Rochester Schools
  - Oakland, Southfield Schools
  - Southwest Michigan, Barry Intermediate School District
  - Southwest Michigan, Berrien ESA
  - Southwest Michigan, Branch Intermediate School District
  - Southwest Michigan, Calhoun Intermediate School District
  - Southwest Michigan, KRESA
  - Southwest Michigan, St. Joe Intermediate School District
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- Southwest Michigan, Van Buren Intermediate School District
- Wayne, ATA Career Start Program
- Wayne, Crestwood High School
- Wayne, Dearborn Public Schools
- Wayne, Monroe Internship
- Wayne, Monroe Intermediate School District
- Wayne, Plymouth Canton High Schools
- Wayne, WRESA
- West Central, Allegan CO Intermediate School District
- West Central, Mecosta Intermediate School District
- West Central, Montcalm Intermediate School District
- West Central, Muskegon Intermediate School District
- West Central, Muskegon Intermediate School District/CSP
- West Central, Muskegon Intermediate School District/IL
- West Central, Newaygo Intermediate School District
- West Central, Ottawa Co. Intermediate School District
- West Central, West Shore Educational Service District

The following school agreement(s) are new for Fiscal Year 2016.

Michigan Rehabilitation Services District and Intermediate/Local School District:

- Mid-Michigan Clare Gladwin Regional Education Service District
2. Community Mental Health Agreements

These joint rehabilitation and mental health programs operate under an umbrella agreement with separate local contracts. The umbrella agreement is between the Michigan Rehabilitation Services and Department of Community Health. The purpose of the umbrella agreement is to permit Michigan Rehabilitation Services district offices and local community mental health centers to (a) provide for the continuance of cooperative programs; (b) expand current program activities; and/or (c) respond to rehabilitation needs of individuals with mental illness and developmental disabilities in communities where integrative programs are limited or do not exist.

The individual local agreements are for funds and services between Michigan Rehabilitation Services district offices and community mental health boards or centers. Customers must be eligible for vocational rehabilitation services.

The community mental health boards provide state and local matching funds, coordination, diagnostic and clinical information, and therapy. Michigan Rehabilitation Services assigns needed staff and provides the full range of rehabilitation services according to customer needs.

The following community mental health agreements will continue to be in effect during Fiscal Year 2015-2016. Based on monitoring findings by Rehabilitation Services

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Administration, they were reviewed and modified to meet required standards. Included in these agreements are Third Party Cooperative Arrangements\*.

Michigan Rehabilitation Services District and Community Mental Health Agency:

- Ann Arbor, Genesis House - Livingston Community Mental Health
- Ann Arbor, Jackson Lifeways (Community Mental Health)
- Ann Arbor, Livingston Community Mental Health
- Ann Arbor, Washtenaw Community Mental Health
- Detroit Renaissance, Wayne County Community Mental Health Agency
- Eastern Michigan, Genesee Community Mental Health
- Eastern Michigan, Lapeer County Community Mental Health
- Eastern Michigan, Sanilac Community Mental Health
- Eastern Michigan, St. Clair County Community Mental Health
- Grand Rapids, Network 180 / Pinerest
- Grand Rapids, Network 180 / Substance Abuse
- Lansing, Clinton-Eaton-Ingham Community Mental Health (DD)
- Lansing, Clinton-Eaton-Ingham Community Mental Health (MI)
- Lansing, Shiawassee Community Mental Health
- Macomb, Community Mental Health
- \*Macomb, Macomb Community Mental Health
- Marquette, Copper Co. Community Mental Health
- Marquette, Dickinson-Iron Community Mental Health/Northpointe Behavioral Healthcare
- Marquette, Gogebic Co. Community Mental Health
- Marquette, Hiawatha Behavioral Health (Schoolcraft-East UP Community Mental Health)
- Marquette, Pathways (Alger, Delta, Luce & Marquette. Counties)
- Mid-Michigan, Central Michigan Community Mental Health
- Mid-Michigan, Saginaw Community Mental Health
- Northern Michigan, Community Mental Health Northeast
- Oakland, Oakland County Community Mental Health Authority
- Southwest Michigan, Barry County Community Mental Health
- Southwest Michigan, Berrien Community Mental Health - Riverwood
- Southwest Michigan, Branch Community Mental Health
- Southwest Michigan, Calhoun County Community Mental Health
- Southwest Michigan, Cass Community Mental Health Woodlands
- Southwest Michigan, Kal Community Mental Health SA
- Southwest Michigan, Kal Community Mental Health/SAS
- Southwest Michigan, Van Buren Community Mental Health
- West Central, Community Mental Health for Central Michigan
- West Central, Muskegon Community Mental Health

The following community mental health agreement(s) are new for Fiscal Year 2016.

Michigan Rehabilitation Services District and Community Mental Health Agency:

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- There are currently no new agreements for Fiscal Year 2016.

### 3. Multi-entity Interagency Cash Transfer Agreements

These agreements represent collaborative programming between Michigan Rehabilitation Services, community mental health, and intermediate school districts. The purpose of these types of agreements is to promote efficient coordination of comprehensive services necessary for youth with developmental and mental/emotional disabilities to achieve vocational/career preparation while in high school and more efficiently transition into suitable employment following education. The collaboration of these three entities promotes more cost-effective use of limited funds to serve more individuals from a targeted population (school youth). Referrals are made from either local community mental health or intermediate school district.

The following Interagency Cash Transfer Agreements will continue to be in effect during Fiscal Year 2015-2016 and are renewed annually.

#### Michigan Rehabilitation Services District and Agency

- Marquette, Copper Country Intermediate School District (Copper County Intermediate School District-Community Mental Health)

#### Michigan Rehabilitation Services District and Agency

- There are currently no new agreements for Fiscal Year 2016.

### 4. Other Agreements:

Rehabilitation program agreements have been jointly developed with county departments of the Department of Health and Human Services and other agencies to expand the delivery of rehabilitation services to special populations who meet Michigan Rehabilitation Services eligibility requirements (for example American Indians, welfare recipients, etc.).

#### Michigan Rehabilitation Services District and Agency:

- Ann Arbor, Hillsdale Department of Health and Human Services
- Ann Arbor, Lenawee Department of Health and Human Services
- Ann Arbor, U of M Work Connections
- Lansing, Clinton-Eaton-Ingham Substance Abuse
- Lansing, Delhi Township
- Lansing, Ingham County
- Macomb, Macomb Community College
- Macomb, Macomb County Office of Substance Abuse
- Marquette, Bay Mills Indian Community
- Marquette, Hannahville Indian Community
- Northern Michigan, NMD COG
- Oakland, Oakland Community College - BOLD
- Program Innovation, Michigan State University
- Southwest Michigan, Berrien Human Department of Health and Human Services
- Southwest MI, Cass County Department of Health and Human Services

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- Southwest Michigan, HIRE
  - Southwest Michigan, Pokagon Band
  - Southwest Michigan, Step-Up Program (Michigan Works!)
  - Southwest Michigan, Van Buren-Cass County Health Dept.
  - Southwest Michigan, Youth Build (Michigan Works!)
  - Southwest Michigan, YWORK
  - West Central, City of Holland
  - West Central, City of Holland, FACES
  - West Central, Muskegon Community College/West Shore Community College

The following rehabilitation program agreement(s) are new for Fiscal Year 2016.

Michigan Rehabilitation Services District and Agency

- There are currently no new agreements for Fiscal Year 2016.

### **Bureau of Services for Blind Persons**

The Bureau of Services for Blind Persons is requesting a waiver of statewideness.

The following interagency cash transfer agreements, not to be confused with third party cooperative agreements, were in effect during Fiscal Year 2015 and will continue for Fiscal Year 2016:

- Allegan Intermediate School District
- Berrien Intermediate School District
- Eaton Intermediate School District
- Kent Intermediate School District
- Macomb Intermediate School District
- Ottawa Intermediate School District
- Sanilac Intermediate School District
- St. Joseph Intermediate School District
- Van Buren Intermediate School District

The following interagency cash transfer agreements, not to be confused with third party cooperative agreements, are new for Fiscal Year 2016.

There are currently no new agreements for Fiscal Year 2016, however, the interagency cash transfer agreement with Lewis-Cass Intermediate School District is no longer valid.

Bureau of Services for Blind Persons policy requires each agreement to:

- Describe the services to be provided to individuals;
- Contain written assurances signed by the local public agency that it will make available to Bureau of Services for Blind Persons the non-federal share of funds;
- Contain written assurance that Bureau of Services for Blind Persons approval will be obtained for each proposed service before it is put into effect; and

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- Contain written assurance that the agreement will comply with all State Plan requirements for services approved under the waiver, including the state's Order of Selection for Services requirements.

Services under the waiver of statewideness, used to promote the vocational rehabilitation of substantially larger numbers, may include any of the following services:

- Assessment for determining eligibility, and determining vocational rehabilitation needs, including, if appropriate, an assessment by personnel skilled in rehabilitation technology;
- Vocational rehabilitation counseling and guidance, including information and support services to assist an individual in exercising informed choice;
- Information and referral and other services necessary to assist applicants and eligible individuals to secure needed services from other agencies;
- Vocational and other training services, including personal and vocational adjustment training; advanced training in a field of science, technology, engineering, or mathematics (including computer science), medicine, law, or business; books, tools, and other training materials;
- Maintenance;
- Transportation in connection with the provision of any vocational rehabilitation service;
- Interpreter services, including sign language and oral interpreter services, for individuals who are deaf or hard of hearing;
- Job-related services, including job search and placement assistance, job retention services, follow-up services, and follow-along services;
- Supported employment services;
- Personal assistance services in accordance with the definition of that term in Sec. 361.5(c)(38);
- Post-employment services;
- Occupational licenses, tools, equipment, initial stocks, and supplies;
- Rehabilitation technology including vehicular modification, telecommunications, sensory, and other technological aids and devices;
- Transition services with an emphasis on pre-employment transition services;
- Services for self-employment or telecommuting or establishing a small business operation as an employment outcome;
- Customized employment in accordance with the definition of that term in Sec.361.5(c)(11);
- Other goods and services determined necessary for the individual with a disability to achieve an employment outcome.



## **Cooperative Agreements with Agencies Not Carrying Out Activities Under the Statewide Workforce Development System**

*Describe interagency cooperation with and the utilization of services and facilities of agencies and programs that are not carrying out activities through the statewide workforce development system with respect to:*

- *Federal, State, and local agencies and programs;*
- *State programs carried out under Section 4 of the Assistive Technology Act of 1998;*
- *Programs carried out by the Under Secretary for Rural Development of the Department of Agriculture;*
- *Non-educational agencies serving out-of-school youth; and*
- *State use contracting programs.*

### **Michigan Rehabilitation Services**

Michigan Rehabilitation Services cooperates with federal, state, and local public agencies that are not a part of the statewide workforce investment system to provide comprehensive services related to the rehabilitation of individuals and groups of individuals with disabilities.

Such cooperative relationships include the following:

- A) Cooperation with Michigan Department of Health and Human Services, and other disability advocacy organizations to carry out the Ticket to Work/Work Incentives Improvement Act.
- B) Cooperation with Social Security Administration and Michigan Rehabilitation Services regional and local district offices to assist joint customers receiving disability benefits in the use of Social Security work incentives and return to work efforts. Each Michigan Rehabilitation Services office has a dedicated champion to assist its staff for the purpose of addressing unique needs of Social Security Administration recipients. These include Michigan Rehabilitation Services' internal (online) E-Learn system which contains a plethora of information regarding the Social Security Administration's Ticket to Work program and work incentives; resource and referral available through the Social Security Administration's Work Incentive Planning and Assistance project in serving Michigan communities; referral to Beneficiary Access and Support Services as contracted with the Social Security Administration; Social Security Administration Work Incentive Liaisons available through local Social Security Administration offices; and Michigan Rehabilitation Services fee-for-service vendors.
- C) Michigan Rehabilitation Services continues involvement in State use (Set Aside) contracting programs to support employment of persons with disabilities. A Michigan Rehabilitation Services representative is a participant on the state's disability set-aside committee to ensure that community rehabilitation programs identified by Michigan Rehabilitation Services are given priority in certain types of contracts set aside for such organizations under State law.
- D) Michigan Rehabilitation Services has a Letter of Agreement that establishes the principles, terms, and conditions under which the United States Department of Labor-

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Employment and Training Administration, Apprenticeship Training, and Employer & Labor Services develop, promote and coordinate strategies that lead to increased career opportunities for individuals with disabilities in the skilled trades.

E) Michigan Rehabilitation Services continues two contracts for university-based research and evaluation with Michigan State University. The first addresses the Bureau's need for comprehensive needs assessments and continuous improvement measures (Project Excellence). The second is for the management and continuous improvement to an on-line learning and knowledge system ("E-Learn") to provide staff with training and development.

F) Michigan Rehabilitation Services maintains an agreement with the Michigan Student Financial Aid Association to facilitate maximum use of student financial aid resources for Michigan Rehabilitation Services customers who will attend post-secondary education. The memorandum of understanding describes the roles and responsibilities of financial aid officers in Michigan's institutions of higher education and Michigan Rehabilitation Services counselors in coordinating student financial aid for Michigan Rehabilitation Services customers while avoiding financial aid over-awards. It provides for the use of common forms in communicating financial need and financial aid awards offered to student-customers by each of the parties, consistent with the requirements of the Higher Education Act and the Rehabilitation Act.

G) Michigan Rehabilitation Services continues the memoranda of understanding with all public institutions of higher education in the State. This memorandum of understanding provides for the coordination of services for students of a public Institution of Higher Education who are also eligible customers of Michigan Rehabilitation Services. It addresses the responsibilities of each party under the laws that condition services for each. It stipulates that Michigan Rehabilitation Services is responsible for the provision of vocational rehabilitation services under the Section 103 (a) of the Rehabilitation Act as amended, and that the Institution of Higher Education is responsible for the determination of what constitutes reasonable accommodation to its programs, and for the provision of the same. The agreement addresses financial responsibilities of the parties, and sets forth methods of resolving interagency disputes, consistent with the requirements of Section 101(a)(8) of the Act.

H) Michigan Rehabilitation Services has an interagency cash transfer agreement with Michigan State University that allows for a Michigan Rehabilitation Services counselor to be housed in the Career Services Network and the Resource Center for Persons with Disabilities in order to provide vocational rehabilitation services to students with disabilities on the campus of Michigan State University. The goal of the project is to improve access to vocational rehabilitation services in postsecondary settings and to improve employment outcomes for this population. This is a four year pilot project. Partners include Michigan Rehabilitation Services, Career Services Network, and the Resource Center for Persons with Disabilities and the Rehabilitation Counseling Program at Michigan State University.

I) Michigan Rehabilitation Services continues the agreement with the Veterans Administration to provide coordinated services to returning veterans with disabilities. The agreement stipulates that services not be duplicated, but are complimentary in assisting eligible veterans achieve meaningful employment, in accordance with the laws and regulations governing each entity. Bureau liaisons are identified to assist in coordinating cooperative employment plans. Cross training has been provided to ensure understanding of both federal programs.

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J) Michigan Rehabilitation Services continues the agreement with the Michigan Department of Education to support the seamless transition of students from school to adult life that facilitates the development and completion of their Individualized Education Program under section 614(d) of the Individuals with Disabilities Education Act. The agreement addresses key items identified in Individuals with Disabilities Education Act and the Rehabilitation Act and includes information about the purpose, the authority and scope, foundations of the partnership, roles and responsibilities, confidentiality, student documentation, student eligibility, Michigan Rehabilitation Services attendance at Individualized Education Program team meetings, seamless transition services, coordination of resources, resolution of differences, data reporting, 504 students and termination and changes. Michigan Rehabilitation Services and the Michigan Department of Education are planning to update this agreement this year to align with the WIOA requirements.

K) Michigan Rehabilitation Services continues a Strategic Alliance Plan with Disability Network of Michigan (representing Centers for Independent Living), the Michigan Council for Rehabilitation Services, and the Michigan Statewide Independent Living Council to transform our service delivery systems into a holistic approach for the employment and independence of individuals with disabilities throughout Michigan.

L) Michigan Rehabilitation Services continues the memorandum of understanding with the Hannahville Indian Community Vocational Rehabilitation Program's Project Vision. The Project Vision and Michigan Rehabilitation Services memorandum of understanding provides rehabilitation services under Section 121 of Title I of the Rehabilitation Act, of 1973 as amended, and Title I of the Rehabilitation Act of 1973, as amended, respectively. This memorandum of understanding represents the cooperation, coordination, and collaboration necessary to create an effective service delivery partnership designed to increase employment opportunities for those served by both our programs. Michigan Rehabilitation Services expects to continue to collaborate with the Consortia of Administrators for Native American Rehabilitation to promote this memorandum of understanding as a best practice.

M) Michigan Rehabilitation Services has entered into an interagency agreement with the Department of Corrections and the State Court Administrative Offices to provide rehabilitation services to high-risk felony offenders with a history of probation violations or failures. The Swift and Sure Sanctions Probation Program participants are primarily individuals with intellectual disabilities and substance abuse issues. Michigan Rehabilitation Services works closely with the Department of Corrections to develop programming to best serve this population. Judges in Michigan's Swift and Sure Sanctions Probation Program courts have reported a reduction in positive drug tests and failures to appear at scheduled meetings with probation officers among their Swift and Sure Sanctions Probation Program participant population.

N) In collaboration with Michigan Integrated Technology Supports and Michigan Disability Rights Coalition, Assistive Technology Act Grant recipient, Michigan Rehabilitation Services' Assistive Technology Consultant is developing an Assistive Technology consideration framework to be adopted as a standardized approach for use throughout the vocational rehabilitation process. Key framework components for Michigan Rehabilitation Services will include:

- Consideration Model: Adopt a valid model for Assistive Technology Consideration.
- Electronic Assistive Technology Consideration Tool: Develop and implement an electronic Assistive Technology. Consideration tool for use by vocational rehabilitation counselors and aligned with aforementioned model. Expected completion date is Fiscal Year 2016.
- Training: Deliver training to promote and teach the Assistive Technology Consideration Framework to Michigan Rehabilitation Services staff. Training is expected to begin Fiscal Year 2016.

Michigan Rehabilitation Services' Assistive Technology Consultant sits on the Assistive Technology Advisory Council for Michigan's Assistive Technology Act's program.

O) Michigan Rehabilitation Services has numerous cooperative relationships in which the program is not designed to work with out-of-school youth; however out-of-school youth are being served. Michigan Rehabilitation Services will work toward identifying and developing a cooperative relationship with a non-educational agency that is focused on serving out-of-school youth.

### **Bureau of Services for Blind Persons**

Bureau of Services for Blind Persons, through its collaborative agreements with a variety of state and local agencies, provides comprehensive rehabilitation services to individuals who are blind and visually impaired. The Bureau of Services for Blind Persons has agreements with the Developmental Disabilities Council and the Department of Health and Human Services to provide comprehensive services to persons with developmental disabilities to assist in job placement and follow-along services. The Department of Health and Human Services and Bureau of Services for Blind Persons work collaboratively through cooperative agreements to expand services to individuals who are eligible for community mental health services to obtain job placement and follow-along services. Community mental health agencies also work with the Bureau in providing auxiliary services to many of the Bureau of Services for Blind Persons supported employment consumers.

The Bureau of Services for Blind Persons has established an agreement with the Veterans Administration Vocational Rehabilitation and Employment to provide vocational services to veterans. The emphasis in the agreement is to provide services to veterans that are returning from current conflicts. The agreement outlines the referral process and the vocational and job placement services that are available through the Bureau.

The collaborative agreement between Bureau of Services for Blind Persons and the Michigan Department of Health and Human Services provides services that enable families and individuals to move toward independence. The Bureau of Services for Blind Persons may refer consumers to the Department of Health and Human Services for determination of eligibility for a variety of services including the Family Independence Program (cash assistance); Food Assistance Program; Child Day Care; Medical Assistance; State Emergency Relief; Adult Services which includes - Adult Protective Services, Independent Living Services and Adult Community Placement Services. The Bureau of Services for Blind Persons and Department of Health and Human Services have collaborated and developed an amendment to the agreement to provide services to individuals in need of state disability services prior to becoming eligible for

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Supplemental Security Income or Social Security Disability Insurance. These individuals will work with the Bureau of Services for Blind Persons and the Department of Health and Human Services to develop an Individualized Plan for Employment in order to be a recipient of State Disability Assistance. The Bureau of Services for Blind Persons and the Department of Health and Human Services will collaborate to reduce dependence on permanent disability benefits and promote opportunities for individuals with disabilities to actively participate in their communities and workforce by maximization / coordination of government, private agency and business resources to assist individuals with disabilities to enter or re-enter the workforce; improving the health and well-being of individuals with disabilities by promoting work participation; de-emphasizing disability as a de facto public assistance program; and refocusing efforts on assisting as many individuals with disabilities, as well as transitioning youth to enter or return to the workforce.

The Michigan Department of Transportation and the Bureau of Services for Blind Persons continue to share information regarding grants that the department distributes to local transportation authorities for capital outlay as well as for expanded transportation services throughout the state for Bureau of Services for Blind Persons consumers. The Bureau of Services for Blind Persons staff works with local advisory councils and boards within their areas to provide input to the local transportation authorities, regarding transportation assistance to persons who are disabled and especially for individuals who are blind and visually impaired. By working collaboratively with the local advisory councils and boards, staff becomes aware of grants to increase transportation services in rural areas as well as in townships and cities. The Bureau of Services for Blind Person's objective in working with the transportation authorities is to ensure that the needs of blind and visually impaired individuals are included in planning for accessible transportation services for employment and leisure activities.

The Bureau of Services for Blind Persons participates in the Ticket to Work program and utilizes the reimbursement process for vocational individuals who are seeking employment and are recipients of Supplemental Security Income and Social Security Disability Insurance.

The Bureau has worked with Institutions of Higher Education to develop cooperative agreements that outline the responsibility of the Bureau of Services for Blind Persons and the Institution of Higher Education as it relates to the requirements found in Section 103 (a) of the Rehabilitation Act as amended regarding dispute resolutions, financial responsibilities, accommodations, and service provisions. The agency supports many of its consumers in their endeavors to obtain training in a variety of occupational areas through institutions of higher education. The Bureau of Services for Blind Persons has agreements with all public institutions of higher education and maintains a presence on many of the major college and university campuses.

The Bureau of Services for Blind Persons will conduct a Comprehensive Statewide Needs Assessment to assist the bureau in identifying gaps in service and serve as a building block to address those gaps. The information acquired from the Comprehensive Statewide Needs Assessment will also assist the bureau in strategically planning future goals for service provision to blind citizens of Michigan.

The Bureau of Services for Blind Persons currently refers consumers to the Assistive Technology loan fund which is administered through United Cerebral Palsy Michigan, and will need to collaborate with United Cerebral Palsy Michigan of Michigan Assistive Technology loan fund in order to develop a partnership. The Bureau of Services for Blind Persons staff will



educate employers regarding the skills and abilities of a hidden work force, working in tandem with the Governor's initiatives to employ individuals with disabilities. The Bureau of Services for Blind Persons will utilize existing systems such as the Talent Acquisition Portal and Michigan's Talent Connect. The Bureau of Services for Blind Persons will coordinate and collaborate with Michigan's ten Prosperity Regions; network with employers regionally to identify opportunities for competitive integrated training as well as work experiences; and, coordinate with Michigan's state departments to hire individuals with disabilities.

## **Coordination with Education Officials**

### *Describe:*

- *The designated State unit's plans, policies, and procedures for coordination with education officials to facilitate the transition of students with disabilities from school to the receipt of vocational rehabilitation services, including pre-employment transition services, as well as procedures for the timely development and approval of individualized plans for employment for the students.*
- *Information on the formal interagency agreement with the State educational agency with respect to:*
  1. *Consultation and technical assistance to assist educational agencies in planning for the transition of students with disabilities from school to post-school activities, including vocational rehabilitation services;*
  2. *Transition planning by personnel of the designated State agency and educational agency that facilitates the development and implementation of their individualized education programs;*
  3. *Roles and responsibilities, including financial responsibilities of each agency, including provisions for determining State lead agencies and qualified personnel responsible for transition services;*
  4. *Procedures for outreach to and identification of students with disabilities who need transition services.*

## **Michigan Rehabilitation Services**

Memo of Understanding (Michigan Department of Education and Michigan Rehabilitation Services)

Michigan Rehabilitation Services updated the Memo of Understanding with Michigan Department of Education on January 23, 2015. This agreement lays out how Michigan Rehabilitation Services and education collaborate to provide a coordinated set of activities to facilitate a seamless transition of students with disabilities from school to employment or postsecondary training and education.

The agreement focuses on the mandates for transition services described in the Rehabilitation Act, as amended in 1998 and the Individuals with Disabilities Education Act (2004) including how Michigan Rehabilitation Services and the Michigan Department of Education work together to fulfill those mandates. Key elements of the partnership are stated in the agreement and include: the purpose, authority and scope; foundations of the partnership; roles and responsibilities; confidentiality; student documentation; student eligibility; Michigan



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Rehabilitation Services attendance at Individualized Education Program Team meetings; seamless transition services; coordination of resources; resolution of differences; data reporting; 504 students; and termination and changes. The Michigan Department of Education and Michigan Rehabilitation Services Interagency Agreement is designed to act as a template or guide for the subsequent development or strengthening of agreements between local Michigan Rehabilitation Services district offices and local education agencies. Local education agencies specify target populations; identify goals and objectives; describe roles and responsibilities and state expectations for data sharing in the provision of vocational rehabilitation services to Students with Disabilities.

After the passage of WIOA on July 22, 2014, Michigan Rehabilitation Services updated the Transition policy including changing the definition of Youth to align with the WIOA definition and providing guidance for the provision of Pre-Employment Transition Services.

**“Student with a Disability”:** Individual with a disability age 14-26 at application and **Enrolled** in the K-12 education system including traditional public schools, intermediate school districts, private schools, charter schools (public school academies), alternative schools, schools for individuals with disabilities such as the Michigan School for the Deaf, 504 students, home-schooled students and students in education programs in correctional facilities.

**“Youth with a Disability”:** Individual with a disability age 14 -24 at application and

**Not** enrolled in the K-12 education system including traditional public schools, intermediate school districts, private schools, charter schools (public school academies), alternative schools, schools for individuals with disabilities such as the Michigan School for the Deaf, 504 students, home-schooled students and students in education programs in correctional facilities.

Michigan Rehabilitation Services is beginning to implement the requirement to provide pre-employment transition services to students with disabilities prior to exit from secondary education by establishing a mechanism to track the provision of pre-employment transition services provided by Michigan Rehabilitation Services, coordinated, arranged or purchased. Michigan Rehabilitation Services has completed a pilot and is now implementing the pre-employment transition services tracking system statewide.

Michigan Rehabilitation Services is working with education partners to expand the provision of pre-employment transition services by connecting with Michigan’s 13 Centers for Independent Living and developing a program to deliver pre-employment transition services in local communities. This project is under development.

**Department of Natural Resources and Michigan Rehabilitation Services Summer Project –** Going into the fourth year of implementation this allows for approximately 150 Students with Disabilities per year to participate in an eight week paid work experience during the summer months to gain employability skills and work experience.

**Project SEARCH –** Michigan currently has 13 Project Search sites impacting approximately 156 Students with Disabilities per year. Project Search is a business led model allowing Students with Disabilities in their last year of secondary education to attend school in a business in their community and participate in three unpaid internships. As a result of the Mental Health and

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Wellness Commission 2013 Report recommending expansion of Project Search, a minimum of 3 new sites will be added each year.

**Michigan Rehabilitation Services and Michigan Transition Services Association**

**Collaborative Project** – The Michigan Transition Services Association generously donates \$40,000 per year to Michigan Rehabilitation Services which allows Michigan Rehabilitation Services to draw down \$108,148 in federal matching funds resulting in a total budget of \$148,148. Five projects are funded per year, one in each Michigan Transition Services Association region, to provide Pre-Employment Transition Services to Students with Disabilities.

**Postsecondary Education Rehabilitation Program** – The Postsecondary Education Rehabilitation and Transition Program is a one week comprehensive vocational and independent living assessment in a semi-structured residential environment at Michigan Career and Technical Institute on Pine Lake in Plainwell, Michigan that serves approximately 135 Students with Disabilities per year from all over the state. The campus of Michigan Career and Technical Institute offers a variety of amenities, all encompassed in one building for easy accessibility. Students reside in dormitories while participating in the program. After completion of the program, students return to their local school districts where information that they have learned from the program is integrated into their Individualized Education Program.

**Pathways to Potential** – Pathways 2 Potential is a human services business model which focuses on three critical elements: 1) going into the community to where the individual is located; 2) working one on one with families to identify and remove barriers and then serve as connectors to a network of services; and 3) engaging community partners and school personnel in efforts to help families find their pathway to success. Michigan Rehabilitation Services partners with Pathways 2 Potential to connect Students with Disabilities and their family members with disabilities to vocational rehabilitation services leading to competitive integrated employment.

**Adjudicated Youth Project** - This project is designed to deliver an evidenced-based service delivery model resulting in lower rates of recidivism and increased education and employment outcomes for adjudicate youth returning to the community. The Department of Health and Human Services contributes non-federal share to secure federal matching funds through an Interagency Cash Transfer Agreement. The resulting funds support the provision of allowable vocational rehabilitation services as elements in a broader program design. The general framework consists of the following phases and activities:

1. In-Reach (6 months pre-release)
  - Relationship Building
  - Vocational Assessments
  - Work Skill Training (Soft/Hard)
  - Trial Work Experiences
2. Release (1 month pre/post release)
  - Community Connections
  - Independent Living Skills I
  - Employment or Education
3. Out-Reach (2-12 months post-release)
  - Maintain Engagement (Employment/Education)

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- Independent Living Skills II
  - Assessment - progress/behaviors

### Staff Development

Michigan Rehabilitation Services is providing staff development to Transition Counselors to update them on changes to the Transition Policy, Accessible Web-based Activity Reporting Environment and expectations as a result of WIOA. In addition, Michigan Rehabilitation Services is collaborating with the Michigan Transition Outcomes Project, the Bureau of Services for Blind Persons and Career and Technical Education to provide the Spring Transition Institute - Strengthening Interagency Collaboration and Systems Alignment, the Institute will improve interagency transition supports across special education, career and technical education, and vocational rehabilitation to improve employment outcomes for students.

### Continuous Research on Evidence Based Practices

Michigan Rehabilitation Services and Project Excellence at Michigan State University (Project Excellence-Michigan State University) are implementing a research project called Michigan Transition for the 21st Century Project (MT-21). Phase One of the project (Discovery) was completed in 2013. During this phase, transition data was collected and analyzed from five best performing district offices with transition youth customers. Michigan Transition for the 21<sup>st</sup> Century Project ranked Michigan Rehabilitation Services district offices in terms of performance achieving employment outcomes with transition youth. Michigan Rehabilitation Services staff and their educational partners (e.g., transition coordinators, special education teacher) from these offices participated in a research process to identify and document promising and emerging transition practices throughout Michigan. The initial findings have been disseminated to Michigan Rehabilitation Services staff as well as educational partners.

The Michigan Transitional for the 21<sup>st</sup> Century project is now in Phase Two which is the implementation phase. The goal of this phase is to build a systemic, working base of knowledge that will be utilized to create job aids, influence policy, and identify programs or initiatives to promote increased employment outcomes. Among other promising practices reported in the Phase One study, the Michigan Transitional for the 21<sup>st</sup> Century project team selected “Work-Based Learning programs” as the most effective practice that would lead to successful employment outcomes. The emphasis on pre-employment services for transition youth of the most recently amended Rehab Act (i.e., the WIOA) was also used in supporting our decision.

During Fiscal Year 2014, Michigan Rehabilitation Services and Project Excellence-Michigan State University conducted a survey designed for each site to do a self-assessment in terms of their interagency collaboration with educational partners and other agencies in the community as well as the ongoing Work-Based Learning programs as the promising practices. The results served as baseline data at the state level and were used for a follow-up case study on the Work-Based Learning programs. A case study with a couple of successfully prevailing programs (e.g., Project Search, Michigan Rehabilitation Services –Department of Natural Resources, Michigan Transition Services Association projects) will be done in summer of Fiscal Year 2015.

In addition, development of a handbook of Work-Based Learning programs is in progress and will be completed by September, 2015. In the end of the Phase Two, district offices will be encouraged to use the protocol/handbook when they want to develop Work-Based Learning

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programs. Detailed implementation plans will be developed after the second phase. Project Excellence-Michigan State University will be tracking transition outcomes to see if the practices prove to improve transition youth employment outcomes.

Additional study (Individualized Education Program-Individualized Plan for Employment alignment study) is to be launched. This study was designed based on the case study conducted during the discovery phase which reported disconnection of vocational goals specified in the Individualized Education Program and the Individualized Plan for Employment. Baseline data analysis, IRB application, and contact for data collection were already complete. Michigan State University researchers will visit a Michigan Rehabilitation Services site office to collect the data in April and May, 2015. The purpose of this study is to investigate whether transition youth's goals between Individualized Education Program and Individualized Plan for Employment are aligned and whether the alignment status is associated with employment outcomes among transition youth customers.

#### Early Involvement - Individualized Plan for Employment Prior to Exit

Michigan Rehabilitation Services develops the student's Individualized Plan for Employment at the earliest possible time during the transition planning process that Michigan Rehabilitation Services are appropriate. Through early involvement and coordination of student transition activities with education, Michigan Rehabilitation Services is able to develop student Individualized Plans for Employment prior to the students exit from secondary education. Michigan Rehabilitation Services made significant gains from the last Rehabilitation Services Administration monitoring cycle to the present time regarding compliance in developing Individual Plans for Employment with eligible Transition Youth prior to their exit from secondary education. Michigan Rehabilitation Services has also implemented a new tool in the Accessible Web-based Activity and Reporting Environment case management system to better measure whether or not counselors are developing Individualized Plans for Employment prior to exit from secondary education. Because of this new tool, Michigan Rehabilitation Services will be able to follow the progress of fulfilling the Rehabilitation Services Administration mandate to develop plans prior to exit.

- A) Consultation and technical assistance to assist educational agencies in planning for the transition students with disabilities from school to post-school activities, including vocational rehabilitation services.

The Department of Education is engaging in a continuous improvement process designed to obtain input from stakeholders in the targeted area of transition and has sought participation and input from Michigan Rehabilitation Services. In turn, Michigan Rehabilitation Services has assigned staff to provide technical assistance and consultation at the state level on two groups: the Michigan Transition Outcomes Project and the Special Education Advisory Committee.

The Michigan Transition Outcomes Project is led by a diverse group of transition professionals comprised of state and local leadership from education, families and community agencies. The Michigan Transition Outcomes Project develops and supports the implementation of policy and practice that improves the quality and effectiveness of Transition services across the state for students with disabilities. Priority activities include implementing research-based transition practices; improving outcomes data

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collection for the state performance plan indicators and planning for improvement; monitoring state data on graduation rates, dropout rates and post-school outcomes; and addressing the impact of the new Michigan Merit Curriculum and the Personal Curriculum option on students with disabilities.

The Special Education Advisory Committee is a mandated advisory council that consists of 25 governor appointed delegates representing 25 organizations and 8 at-large appointments. A Michigan Rehabilitation Services Representative participates in this group as an ex-officio member providing regular updates regarding the bureau.

- B) Transition planning by personnel of the designated state agency and educational agency that facilitates the development and completion of their individualized education programs.

Transition planning occurs between the student/family/guardian, education staff and Michigan Rehabilitation Services staff to enhance the development of Individualized Education Programs. The Michigan Department of Education and Michigan Rehabilitation Services Memo of Understanding as well as local interagency cash transfer agreements encourage the participation of Michigan Rehabilitation Services staff in the Individualized Education Program process. Efforts are being made between Michigan Rehabilitation Services and the Michigan Transition Outcomes Project to better align the Individualized Education Program and the Individualized Plan for Employment processes.

- C) Roles and responsibilities, including financial responsibilities, of each agency, including provisions for determining state lead agencies and qualified personnel responsible for transition services.

Training and technical assistance regarding the role, function and requirements of the vocational rehabilitation program in coordinating transition services with schools is an ongoing process. The Michigan Department of Education and Michigan Rehabilitation Services Memo of Understanding clarifies the roles and responsibilities of each party including: convening parties annually to assess, review, address and facilitate progress and resolution of concerns relating to the terms of the Agreement; assigning staff to be responsible for implementing the Agreement; establishing structures and mechanisms for communication, coordination and collaboration between statewide, regional, and local participating agencies; advocating for the rights and interests of students with disabilities in all education, human service, and workforce reform initiatives implemented at the state level including access into Career and Technical Education programs and Michigan Works! and outreach to any underserved populations; and supporting systems for collection and use of meaningful data that include demographics, service delivery patterns, and outcomes resulting from the provision of services and support.

Meeting the individual needs of youth dually eligible for special education services and Michigan Rehabilitation Services requires resource sharing and coordination. This will drive alignment of local policies, programs, and practices which support a seamless transition system. The Michigan Department of Education and Michigan Rehabilitation Services agree that quality student-centered planning requires shared responsibility and coordination of resources. When Michigan Rehabilitation Services resource sharing



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options are utilized, they are not to be used to replace services that are the responsibility of the Michigan Department of Education/Office of Special Education as directed by the Individuals with Disabilities Education Act. Personnel and financial resources are shared among Michigan Rehabilitation Services and local education agencies to address the transition employment needs of youth with disabilities under three defined options:

**Transfer of Funds (Cash Match) Agreements** - Established using non-federal local dollars as contribution for the purpose of capturing additional federal vocational rehabilitation funds to expand and enhance vocational rehabilitation services to students with disabilities. These agreements must include assurances required by the U.S. Department of Education, Office of Special Education and Rehabilitation Services and the Rehabilitation Services Administration;

**Third Party Cooperative Staffing Arrangements (Certified Expenditures)** - Agreements which entail the use of cooperating agency staff provided by the partner as a contribution to Michigan Rehabilitation Services. The partner documents that specific expenditures have been incurred, such as wages for cooperating agency staff or supplies and Michigan Rehabilitation Services uses that value for match. The vocational rehabilitation services provided by this arrangement must not be the statutory obligation of the partner; and

**Donations and Gifts** - Contributions received by Michigan Rehabilitation Services from private individuals or organizations. These funds are used by Michigan Rehabilitation Services for cost sharing or matching. Donations and gifts cannot use in-kind contributions as an allowable source of matching funds and carry certain stipulations regarding conditions for use.

Agreements between local education agencies and local Michigan Rehabilitation Services districts may specify target students, goals and objectives, specific vocational rehabilitation services to be provided and data sharing activities. Significant gains were made last year in to improve the quality, consistency and clarity of these agreements and to better articulate the return on investment to educational partners. This continues to be a priority and an ongoing effort. The Intermediate school district/local education agencies provides services as required under Individuals with Disabilities Education Act and Michigan Rehabilitation Services provides services to eligible student as required for the student to participate in the rehabilitation process and services specified in their Individualized Plan for Employment.

Michigan Rehabilitation Services and the educational agency will continue to provide statewide training to promote understanding of the legal mandates for transition services and effective practices to improve collaboration. This training will include key stakeholders both as trainers and as learners and will also be conducted at independent statewide conferences and at Michigan Rehabilitation Services sponsored workshops designed to meet the training needs of Michigan Rehabilitation Services Rehabilitation counselors.

Partnerships at the state level between the Michigan Department of Education and Michigan Rehabilitation Services are critical. In addition to the Memo of Understanding, Michigan Department of Education provides grant funding to intermediate school districts to support transition activities, and it is anticipated that this funding will continue. The Michigan Transition Outcomes Project is funded through the Michigan Department of Education and works with



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community partners, including Michigan Rehabilitation Services, to build capacity at the community level. Data is collected as required by the U.S. Department of Education - Office of Special Education Programs and is part of the State Performance Plan and the Annual Performance Report that is reported back to the Office of Special Education Programs. Results are compiled and used to improve transition provisions in Michigan.

Both local education agencies and Michigan Rehabilitation Services will continue to establish strong relationships with employers to support the employment of individuals with disabilities. The Career Preparation system links not only schools, Michigan Rehabilitation Services and workforce investment agencies, but also routinely includes employers in the planning and implementation of the Career Preparation system.

Michigan Rehabilitation Services continues to create partnerships, resources and capacity to support the provision of vocational rehabilitation services in postsecondary training when appropriate for students. Michigan Rehabilitation Services and the Michigan Transition Services Association have entered into a collaborative arrangement where the Michigan Transition Services Association has donated funds to Michigan Rehabilitation Services allowing Michigan Rehabilitation Services to capture federal funds resulting in a fund source for work-based learning programs. Michigan Rehabilitation Services representatives also serve on the Michigan Transition Services Association board.

The Michigan Rehabilitation Services and Michigan State University Collaborative Careers Project is an innovative model to support joint customers of Michigan Rehabilitation Services and Michigan State University. The provision of postsecondary education and training by Michigan Rehabilitation Services has been on the decline over the past several years. This pilot project is designed to address systemic barriers to accessing Michigan Rehabilitation Services and improve employment outcomes for students with disabilities that participate in postsecondary education and training. Historically, access to Michigan Rehabilitation Services has occurred in the county in which an applicant resides. This project increases ease of access by placing a Michigan Rehabilitation Services counselor on the campus of Michigan State University. Planned for implementation in Fiscal Year 2015, it capitalizes on a synergistic team approach to service coordination/delivery between the following:

- Michigan State University Resource Center for Persons with Disabilities
- Michigan State University Career Services Network
- Michigan State University Rehabilitation Counseling Program
- Michigan Rehabilitation Services Counselor
- Michigan Rehabilitation Services Business Network Unit

A primary feature of this pilot is an Interagency Cash Transfer Agreement with Michigan State University resulting in a Michigan Rehabilitation Services counselor co-locating on campus and serving students from around the state. Students with disabilities will benefit from the shared expertise and resources put forth by the team that would otherwise be more limited or challenging to access. The team's collective supports are strengthened by the individual assets of each other. Secondary benefits include access to a deep pool of potential employers through Michigan State University alumni, a research component involving the Rehabilitation Counseling Program, and diverse work-based learning opportunities available on campus. If successful, Michigan Rehabilitation Services plans to replicate this model at other institutions of higher education in the state.

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Adjudicated youth has been identified as an underserved population for Michigan Rehabilitation Services and a pilot project has been developed to better serve this group. Michigan Rehabilitation Services is hiring two staff to serve as navigators to assist adjudicated youth as they transition from residential treatment into the community and employment. The navigators will connect with youth while they are still in residential care and provide vocational rehabilitation services such as orientation to Michigan Rehabilitation Services, vocational assessment and possibly work-based learning depending upon the restrictions of the youth's placement. Emphasis will be placed on assisting the individual to stay connected to Michigan Rehabilitation Services as they transition to their home community.

D) Procedures for outreach to and identification of students with disabilities who need transition services.

Transition Counselors are connected to Transition Coordinators in every Intermediate School District in the state where such a position exists and works with Transition Coordinators to identify students that are in the most need of services. In schools that do not have a Transition Coordinator, Michigan Rehabilitation Services staff connect with other staff people such as special education teachers, school counselors or school workers.

504 students are still are given information about Michigan Rehabilitation Services through a variety of ways such as, informational meetings, one-on-one meetings and the Individualized Education Program process. Michigan Rehabilitation Services coordinates with school personnel to identify students that meet the Michigan Rehabilitation Services eligibility criteria. After students are determined eligible, Michigan Rehabilitation Services works with the student and the family/guardian as appropriate; and education to move the student through the rehabilitation process and into employment.

All Michigan Rehabilitation Services district business plans include a description of identification and outreach strategies, community development plans, and capacity building. Michigan Rehabilitation Services monitors and assures that district office plans address outreach to students with disabilities, young adults and underserved populations such as minorities and at risk populations. Data and management reports are provided to support the development of business plans that result in improved outcomes for all youth, with emphasis on improved outcomes for minority and at risk youth.

Michigan Rehabilitation Services routinely participates in outreach activities through the creation and dissemination of marketing brochures and booklets, regular informational presentations, exhibits and poster sessions, and presence at education and other related conferences.

Michigan Rehabilitation Services has developed a quarterly newsletter entitled, The Transition Bulletin, which has a distribution list of over 1,500 readers, including Michigan Rehabilitation Services and community stakeholders. The Transition Bulletin provides a wide array of information on transition-related trends, practices, and resources.

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Michigan Rehabilitation Services also entered into an informal agreement with Adult Education to provide guidance and technical assistance to educators working with adults with disabilities who are in the Adult Education system on how they can access vocational rehabilitation services.

### **Bureau of Services for Blind Persons**

The Bureau of Services for Blind Persons continues to develop cooperative agreements with intermediate school districts and local education authorities throughout the state for the provision of transition services for blind and visually impaired students. These agreements outline specific objectives to be included in transition plans for blind and visually impaired in school transition students in the districts served under each agreement. They provide for development of individual skills for pre-employment, as well as secondary educational training. The Bureau of Services for Blind Persons staff, when invited, participate in the Individualized Educational Planning Conference of students who are fourteen years and older to establish eligibility criteria for vocational rehabilitation services. At these meetings, ground work is developed to initiate the Individualized Plan for Employment for each individual at age fourteen. An Individualized Plan for Employment is developed with the transition students and parents to provide vocational exploration and training for all eligible students. The eligibility criteria for services must be met before plan development. Each transition student receives their plan prior to transitioning from school. The Individualized Education Program Conference, along with the Individualized Plan for Employment, are instruments that identify education, transition, and employment goals and objectives. These activities are cooperatively agreed upon by the schools or educational facilities, parent/student, other relevant agencies, as well as the rehabilitation agency; thereby, establishing the objectives of the transition plan leading to the transitioning of individuals from high school to employment or secondary education; therefore, all eligible students must have an Individualized Plan for Employment developed prior to exiting from high school.

The Bureau continues to collaborate with education officials to carry out transition activities for blind and visually impaired youth. The Bureau of Services for Blind Persons has an agreement with the Michigan Department of Education Office of Special Education and Early Intervention Services that outlines the responsibilities of both agencies. The agreement is reviewed to assure that all activities are carried out by the designated parties. The Bureau of Services for Blind Persons will continue to pursue a formal cooperative agreement with the Michigan Department of Education. The Bureau of Services for Blind Persons acknowledges that the Michigan Department of Education-Low Incidence Outreach serves blind and visually impaired students in Michigan. The Bureau of Services for Blind Persons also acknowledges there are many opportunities available to other students in Michigan that are not available to blind and visually impaired students. This is why The Bureau of Services for Blind Persons continues to push for an agreement with Michigan Department of Education.

The Michigan Department of Education Low Incidence Outreach provides technical assistance and resources to enable local school districts to serve and improve the quality of education for students with visual impairments. The Bureau has contributed to the Michigan Department of Education-Low Incidence Outreach's quarterly newsletter providing valuable information on the Bureau's transition activities and resources. The Bureau of Services for Blind Persons partners with the Michigan Department of Education-Low Incidence Outreach and local districts to facilitate the coordination of academic, vocational, independent and community-based curricula. The Bureau of Services for Blind Persons also provides technical assistance for the establishment

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of local partnerships designed to aid and empower students who are blind and visual impaired. The Bureau of Services for Blind Persons is mandated by the federal government to work collaboratively with intermediate school districts and community partners to provide transition services and activities for blind and visually impaired youth.

The Bureau of Services for Blind Persons establishes agency priorities and goals, provides leadership and consultation to intermediate school districts. The Bureau maintains a statewide client information system that includes the collection of agency programs and data for students who are blind and visually impaired.

The Bureau of Services for Blind Persons works jointly with the Michigan Department of Education Special Education programs and the intermediate school districts to establish agreements to carry out transition planning and activities. The agreements outline the individualized transition plans. Specifically, the Bureau of Services for Blind Persons initiates programs with the intermediate school district to encourage academic involvement for all visually impaired and blind students. The Bureau of Services for Blind Persons works with the intermediate school district, students and parents to develop Individualized Plans for Employment that provide for the development of soft skills training, work experiences and summer work opportunities. The Bureau of Services for Blind Persons receives an annual count of blind and visually impaired students from the Michigan Department of Education-Low Incidence Outreach program. The Bureau of Services for Blind Persons participates with the Michigan Department of Education's Bureau of Assessment and Accountability Advisory Committee (BAA) with the general education department to identify areas of collaboration to enhance program accessibility for students who are blind and visually impaired. The objective is to maximize resources and minimize barriers that may impact on the educational progress of blind and visually impaired students.

The Michigan Department of Education Special Education Division is responsible for providing educational support to all individuals as it relates to their academic achievements. The Bureau of Services for Blind Persons provides financial support relating to specialized vocational assessment training and other related services leading to employment outcomes. Through collaboration with the intermediate school districts, the Bureau of Services for Blind Persons has established Interagency Cash Transfer Agreements to provide the services that are outlined in the individualized transition plan. These services are above and beyond what the intermediate school districts provide.

The Bureau of Services for Blind Persons will be adjusting the service delivery system to allocate 15 percent of the federal allotment for the provision of pre-employment transition services to students with disabilities prior to exit from secondary education. Policy will be changed to align with the Workforce Innovation and Opportunity Act enacted on July 22, 2014. Direction will be provided in order to determine the most effective process to implement pre-employment transition services.

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## Cooperative Agreements with Private Non-profit Organizations

*Describe the manner in which the designated State Agency establishes cooperative agreements with private, non-profit Vocational Rehabilitation service providers.*

### **Michigan Rehabilitation Services**

In establishing cooperative agreements with private non-profit vocational services providers, the State Unit, consistent with 34 Code of Federal Regulation 361.31, 361.32 and 361.51 requires accessibility of facilities, personnel standards, and the prevention of fraud, waste and abuse.

Michigan Rehabilitation Services continues to establish relationships with private non-profit and for profit entities that are community rehabilitation providers, medical services providers, and providers of other services and supports that are required by Michigan Rehabilitation Services customers to achieve the goals in their Individualized Plans for Employment. Michigan Rehabilitation Services district staff develops relationships in the community to meet the needs of their customers and to provide choice of providers to their customers. Any cooperative agreements Michigan Rehabilitation Services establishes with private nonprofit vocational rehabilitation service providers will take into consideration the Comprehensive Statewide Needs Assessment.

Services provided by the community rehabilitation providers include medical and psychological assessments and services, job development and employer services, job coaching and facilitation, accommodations and ergonomics, independent living services to support employment goals, follow up services, and other services especially for individuals with significant disabilities. The agreements vary from information and referral relationships to fee-for-service relationships.

Michigan Rehabilitation Services follows State of Michigan contractual processes when establishing cooperative agreements. Usual, customary and reasonable rates of payment are applied.

### **Bureau of Services for Blind Persons**

The Bureau of Services for Blind Persons has verbal agreements with community vocational rehabilitation agencies throughout the state to provide vocational assessments, vocational training, and job placement services. These individualized agreements outline the expectation and outcomes of each program. The agency has developed a relationship with a vocational training facility that provides training to blind and visually impaired consumers that leads to direct job placement with the federal government. This relationship has been extremely beneficial in assisting the Bureau to provide consumers with meaningful careers. The Bureau of Services for Blind Persons continues to explore opportunities to expand options for its consumers to obtain a variety of vocational training and employment outcomes. The Bureau collaborates with a vocational agency that provides hospitality and customer service training. This facility also assists in the placement of their successful graduates across the country.



## Arrangements and Cooperative Agreements for the Provision of Supported Employment Services

*Describe the designated State Agency's efforts to identify and make arrangements, including entering into cooperative agreements, with other State agencies and other appropriate entities in order to provide supported employment services and extended employment services, as applicable, to individuals with disabilities with the most significant disabilities, including youth with the most significant disabilities.*

### **Michigan Rehabilitation Services**

In 2009 the Bureau of Services for Blind Persons, the Michigan Department of Community Health and Michigan Rehabilitation Services entered into a state level interagency agreement for the purpose of endorsing and promoting competitive integrated employment of people with disabilities, served jointly by vocational rehabilitation (The Bureau of Services for Blind Persons or Michigan Rehabilitation Services) and the Michigan Department of Community Health. This agreement was updated in November of 2014, but is in a DRAFT form, is being reviewed at Michigan Department of Health and Human Services and has not been signed or implemented. The main differences from the old agreement to the new DRAFT agreement was to change the agreement to be between Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration and Michigan Department of Health and Human Services/Michigan Rehabilitation Services and to insert language that is consistent with the Workforce Innovation and Opportunity Act (WIOA). The new agreement proposes that Michigan Department of Community Health/ Behavioral Health and Developmental Disabilities Administration and Michigan Rehabilitation Services create Annual Implementation Plans to achieve the goals and objectives of the agreement. In addition, the new agreement addresses that Behavioral Health and Developmental Disabilities Administration carries out responsibilities for the specialty Medicaid services delivered through the Community Mental Health Services Programs. Once the agreement is finalized and signed, Michigan Rehabilitation Services plans to update the current Frequently Asked Questions Supported Employment Document to be a more general Frequently Asked Questions document regarding how the Michigan Department of Community Health/ Behavioral Health and Developmental Disabilities Administration and Michigan Rehabilitation Services work together to assist joint customers into competitive integrated employment.

In 2010 The Bureau of Services for Blind Persons/Michigan Department of Community Health/Michigan Rehabilitation Services entered into a Data Sharing Agreement to measure progress of the goals and objectives of the Bureau of Services for Blind Persons/Michigan Department of Community Health/Michigan Rehabilitation Services Interagency Agreement by sharing data. Obtaining current and accurate data to inform planning and assess progress has been a challenge for several reasons. The Michigan Department of Community Health and Michigan Rehabilitation Services have different definitions of successful competitive integrated employment. Another issue is that pulling data by matching social security numbers via the Department of Technology, Management and Budget is a cumbersome and time consuming task. Once the new agreement is finalized, the Michigan Department of Community Health/ Behavioral Health and Developmental Disabilities Administration and Michigan Rehabilitation Services will work together to find more effective ways to share data.



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In 1998, the Michigan Department of Community Health and Michigan Rehabilitation Services jointly issued a set of guidelines for the provision of supported employment services. In brief, the agreement stipulates that Michigan Rehabilitation Services is responsible for time limited supported employment services, and community mental health providers are responsible for extended supported employment services. The policies and collaboration were reconfirmed in Fiscal Year 2000 to staff and providers. Guidelines were jointly developed and distributed to assist communities in the development and expansion of supported employment services.

Michigan Rehabilitation Services has maintained a long-standing relationship with the Michigan Department of Community Health for the provision of extended follow-along services for individuals with the most significant disabilities. The relationship includes persons with developmental disabilities and intellectual disabilities and is operationalized at local levels through the implementation of specific local partnership agreements between Community Mental Health Service Providers, Michigan Rehabilitation Services and may also include community rehabilitation organizations and local school districts. These agreements often include funds from Community Mental Health Service Providers to Michigan Rehabilitation Services which allow Michigan Rehabilitation Services to capture federal funds which are used to provide supported employment services to the specific population served by the Community Mental Health Service Providers. These agreements include goals and objectives, roles and responsibilities often including expectations about extended services.

With the move by the Michigan Department of Community Health to managed care contracts with local community mental health boards, there has been substantial change in the funding structure and eligibility criteria for mental health consumers. Agreements between local Community Mental Health Service Providers and Michigan Rehabilitation Services district offices have had to adapt which have had the effect of shifting some of the costs for supported employment from local mental health entities to Michigan Rehabilitation Services. Michigan Rehabilitation Services continues to address these changes by engaging local Community Mental Health Service Providers in dialogue, in order to stop a decline in supported employment extended support services for customers with most significant disabilities.

Michigan Rehabilitation Services will be adjusting the service delivery system to allocate 50 percent of the federal supported employment allotment on supported employment services for eligible youth with the most significant disabilities. Michigan Rehabilitation Services will also provide non-federal expenditures in an amount that is not less than 10 percent of the total expenditures made with the reserved funds for the provision of supported employment services to youth with the most significant disabilities, including extended services.

Policy will be changed to allow for the provision of extended services to youth with the most significant disabilities up to 4 years as well as increasing extended services from 18 to 24 months as stated in the WIOA. Customized Employment will be added to policy as a vocational rehabilitation service option.

### **Bureau of Services for Blind Persons**

The Bureau of Services for Blind Persons Supported Employment program continues to provide rehabilitation services to individuals with multiple impairments. These individuals receive customized services based on the criteria for supported employment. Each case record has

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documentation to support the individual's participation in the Supported Employment program. Individuals who are determined eligible for the Supported Employment program participate in extensive assessments and work experiences to determine the feasibility of rehabilitation services. Generally, the applicants for the Supported Employment program are able to acquire specific training and supported services that will enable them to obtain integrated competitive employment, including customized employment, within the community in a variety of occupations. Supported employment consumers can be provided follow along services while still receiving Vocational Rehabilitation services up to four years prior to case closure. Through the Bureau of Services for Blind Persons's collaborative efforts with Department of Health and Human Services, an agreement is being developed and will be implemented to provide long term supports. This agreement will provide for extended supports to assist consumers in maintaining their employment. This agreement could provide services such as job coaching, development of natural supports, and on-going follow along to enable the consumer to maintain competitive integrated employment. The Bureau of Services for Blind Persons and local community mental health agencies will be working to develop agreements to support long term follow-up services to enhance the employment activities of consumers, as well as the need for auxiliary aids to improve their daily living skills and employability.

The Bureau of Services for Blind Persons is aware that 50 percent of the grant allotment for supported employment should be utilized to provide services to youth or students with disabilities and of that 50 percent, 10 percent of those funds need to be matched by non-federal dollars. Youth is defined as anyone age 14 to 21 who is not in a secondary education program. Student is defined as anyone age 14 and older who is currently in a secondary education program, up to the age of 26.

In 2010 the Bureau of Services for Blind Persons/Michigan Department of Community Health/Michigan Rehabilitation Services entered into a Data Sharing Agreement to measure progress of the goals and objectives of the Bureau of Services for Blind Persons/Michigan Department of Health and Human Services/Michigan Rehabilitation Services Interagency Agreement by sharing data. Obtaining current and accurate data to inform planning and assess progress has been a challenge for several reasons. Michigan Department of Health and Human Services and Vocational Rehabilitation have different definitions of successful competitive integrated employment. Another issue is that pulling data by matching social security numbers via the Department of Technology, Management and Budget is a cumbersome and time consuming task. A concern is that gathering data via the Department of Technology Management and Budget is a difficult task which should be addressed in the new agreement. Once the new agreement is finalized, Michigan Department of Health and Human Services/ Behavioral Health and Developmental Disabilities Administration and Vocational Rehabilitation will work together to find more effective ways to share data.

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## Coordination with Employers

*Describe how the designated State unit will work with employers to identify competitive integrated employment and career exploration opportunities in order to facilitate the provision of:*

- *Vocational Rehabilitation services; and*
- *Transition services, including pre-employment transition services, for students and youth with disabilities.*

### **Michigan Rehabilitation Services**

Michigan Rehabilitation Services has been identified by the Commission on Mental Health and Wellness as the fiduciary for Project SEARCH expansion in Michigan. As a result, Michigan Rehabilitation Services is working with Project SEARCH staff to provide training to local communities that are interested in developing Project SEARCH programming which includes education, community rehabilitation organization providers, community mental health providers and business. Thirteen Project SEARCH sites are implemented in Michigan in thirteen businesses and several additional sites are preparing for implementation in the fall of 2016.

Both Local Education Agencies and Michigan Rehabilitation Services also work to establish strong relationships with employers to support the employment of individuals with disabilities. The Career Preparation system links not only schools, Michigan Rehabilitation Services and workforce investment agencies, but routinely includes employers in the preparation and planning of programs that help to advance students from school to work.

Michigan Rehabilitation Services will continue to work on establishing strong relationships with employers to support the employment of individuals with disabilities to include pre-employment transition services for students and youth with disabilities. Michigan Rehabilitation Services has trained staff from each district office to work more successfully with employers in developing job opportunities and on-the-job training opportunities.

### **Bureau of Services for Blind Persons**

The Bureau of Services for Blind Persons staff will educate employers regarding the skills and abilities of a hidden work force; work in tandem with the Governor's initiatives to employ individuals with disabilities; utilize existing systems such as The Talent Acquisition Portal and the Pure Michigan Talent Connect; coordinate and collaborate with Michigan's 10 Prosperity Regions; network with employers regionally to identify opportunities for competitive integrated employment and work experiences; and coordinate with Michigan's State Departments to hire individuals with Disabilities.

## Interagency Cooperation

*Describe how the designated State unit will collaborate with the State agency responsible for administering each of the following programs to develop opportunities for competitive integrated employment, to the greatest extent practicable:*

- *The State Medicaid plan under Title XIX of the Social Security Act;*
- *The State Agency responsible for providing services for individuals with developmental disabilities; and*
- *The State agency responsible for providing mental health services.*

### **Michigan Rehabilitation Services**

For the past several years, Michigan Rehabilitation Services has engaged in a cooperative agreement with the state agency responsible for:

1. The Medicaid program, the Medical Services Administration, in order to coordinate the utilization of Medicaid and vocational rehabilitation services for individuals with the most significant disabilities who are eligible for both Medicaid and Michigan Rehabilitation Services.
2. Providing services for individuals with developmental disabilities; i.e. the Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration that focuses on supporting and promoting competitive and integrated employment of people with disabilities including those with the most significant disabilities jointly served by both organizations. This agreement also serves to facilitate the coordination of services including extended/follow-along services for individuals that receive Medicaid that are eligible for both Behavioral Health and Developmental Disabilities Administration and Michigan Rehabilitation Services.
3. Providing mental health services; i.e., the Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration that focuses on supporting and promoting competitive and integrated employment of people with disabilities including those requiring mental health services.

The State entity responsible for these programs has changed to the Michigan Department of Health and Human Services. Even though Michigan Rehabilitation Services is part of the Michigan Department of Health and Human Services, Michigan Rehabilitation Services is currently engaged in negotiating a new agreement with the Michigan Department of Health and Human Services to ensure that vocational rehabilitation and Medicaid services continue to be coordinated, align with the WIOA requirements and develops opportunities for community-based employment in integrated settings, to the greatest extent practicable. The agreement is in a final draft format and is awaiting final approval at the department.

### **Bureau of Services for Blind Persons**

The Bureau of Services for Blind Persons, the Michigan Department of Community Health Michigan Department of Community Health, and Michigan Rehabilitation Services entered into a state level interagency agreement for the purpose of endorsing and promoting competitive integrated employment of people with disabilities, served jointly by vocational rehabilitation

(The Bureau of Services for Blind Persons or Michigan Rehabilitation Services) and Michigan Department of Community Health. This agreement was updated in November of 2014, but is in a DRAFT form, is being reviewed at Michigan Department of Health and Human Services and has not been signed or implemented. The main differences from the old agreement to the new DRAFT agreement was to change the agreement to be between Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration and Michigan Department of Health and Human Services/Bureau of Services for Blind Persons and to insert language that is consistent with the Workforce Innovation and Opportunity Act (WIOA). The new agreement proposes that Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration and The Bureau of Services for Blind Persons create Annual Implementation Plans to achieve the goals and objectives of the agreement. In addition, the new agreement addresses that the Behavioral Health and Developmental Disabilities Administration carries out responsibilities for the specialty Medicaid services delivered through the Community Mental Health Services Programs. Once the agreement is finalized and signed, the Bureau of Services for Blind Persons plans to generate a Frequently Asked Questions document regarding how Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration and the Bureau of Services for Blind Persons work together to assist joint customers into competitive integrated employment.

The Bureau of Services for Blind Persons will re-initiate our inclusion with Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration and Michigan Department of Health and Human Services/ Michigan Rehabilitation Services to explore how The Bureau of Services for Blind Persons can be included in the above data sharing agreement.

### **Comprehensive System of Personnel Development; Data System on Personnel and Personnel Development**

*Describe the designated State agency's procedures and activities to establish and maintain a comprehensive system of personnel development designed to ensure an adequate supply of qualified State rehabilitation professional and paraprofessional personnel for the designated State unit, including the following:*

- *Data System on Personnel and Personnel Development*
  1. *Qualified Personnel Needs. Describe the development and maintenance of a system for collecting and analyzing on an annual basis data on qualified personnel needs with respect to:*
  2. *The number of personnel who are employed by the State agency in the provision of Vocational Rehabilitation services in relation to the number of individuals served, broken down by personnel category;*
  3. *The number of personnel currently needed by the State agency to provide Vocational Rehabilitation services, broken down by personnel category; and*
  4. *Projections of the number of personnel, broken down by personnel category, who will be needed by the State agency to provide Vocational Rehabilitation services in 5 years based on projections of the number of individuals to be served, including individuals with significant disabilities, the number of personnel expected to retire or leave the field, and other relevant factors.*



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## **Michigan Rehabilitation Services**

### System on Personnel and Personnel Development

Michigan Rehabilitation Services is committed to maintaining Comprehensive System of Personnel Development standards as set forth in Section 101(a) of the Rehabilitation Act and 34 Code of Federal Regulation 361.18. To this end, Michigan Rehabilitation Services has established procedures and supporting activities to help ensure that the administration of a comprehensive system of personnel development is designed to provide an adequate supply of qualified rehabilitation personnel including professionals and paraprofessionals.

The Executive Team, Michigan Rehabilitation Services' Human Resource Liaison, and the Human Resource staff within our Designated State Entity communicate regarding Michigan Rehabilitation Services' priority hiring needs and the maintenance of civil service policies and procedures for ensuring Comprehensive System of Personnel Development criteria are met. In addition, Michigan Rehabilitation Services' management staff are actively involved in tracking and communicating hiring needs as well as recruiting candidates to ensure new personnel are qualified.

The academic achievements of candidates are gathered from official transcripts that have been submitted as part of the hiring process. Transcripts are reviewed to determine whether the indicated degree meets Michigan Rehabilitation Services' standard for qualified vocational rehabilitation counselor.

Furthermore, hiring and replacement of vacancies are prioritized through the use of a Resource Allocation Model, which calculates the number of work-aged individuals with disabilities estimated to be in a given area of the state and recommends a number of staff proportionate to the demographic area. Consideration is then given to Bureau specific personnel needs. In addition, the Michigan Rehabilitation Services Executive Team regularly reviews caseload sizes and other triggers to target filling open counselor positions. (Please note, Michigan Rehabilitation Services prioritizes filling professional counseling positions over other vacancies, whenever possible and monitors staffing levels as necessary to reassess projections as needed).

### Qualified Personnel Needs –

As of September 30, 2014, Michigan Rehabilitation Services had the following full-time equivalent positions to meet the needs of the bureau's customers: 270 Rehabilitation Counselors, 24 Site Managers and 64\* Rehabilitation Assistants. Currently, there are 267 Rehabilitation Counselors, 22 Site Managers and 73\* Rehabilitation Assistants. \*These numbers include 14 Student Assistant positions performing Rehabilitation Assistant functions. Michigan Rehabilitation Services will continue to hire non-caseload carrying staff in Fiscal Year 2015-2016.

Michigan Rehabilitation Services is in process of hiring 11 counselors. Michigan Rehabilitation Services plans on filling another 22 counselor positions in Fiscal Year 2015-2016. While it is difficult to predict the turnover rate of staff because of a variety of factors such as potential State of Michigan retirement incentives, hiring freezes and the state's recovering economy, Michigan Rehabilitation Services averages about 12-18 staff losses a year.



The table below illustrates the number of anticipated vacancies for the period of Fiscal Years 2013 through 2018. Michigan Rehabilitation Services has had 18 staff departures since 10/01/2013, including 7 Rehabilitation Counselors. Reasons for the departures include retirements, transfers, resignations, medical layoffs and reduction in workforce.

The ratio of counselors to customers is 1: 84 (this number was achieved by dividing the number of open cases [20,091] in 2014 by the total number of counselors [238]). The staff ratio of 1 counselor to 90 customers is anticipated in Fiscal Year 2015-2016.

Current/Projected Vacancies Fiscal Year 2014-2015 Table –

Row	Job Title	Total Positions	Current Vacancies	Projected vacancies in next 5 years
1	Rehab Counselor (master's degree)	267	16	100
2	Rehab Educators (voc. Tech center instructors)	21	8	11
3	Site Managers	22	1	15

### **Bureau of Services for Blind Persons**

The Bureau of Services for Blind Persons currently has 113 full-time employees authorized and funded by the department. In the last State Plan there was mention of new persons working at The Bureau of Services for Blind Persons as a result of the reduction in force in Fiscal Year 2013. Of those four people, one resigned, two ended up in a medical layoff and subsequent retirement situation, and one continues to be employed by the agency. The position vacated by the resignation was filled by someone in the same classification and the two positions on medical layoff were reclassified and will be filled by other direct service employees.

The re-organization that occurred in Fiscal Year 2014 that resulted in the creation of a new business division and the addition of three new full-time equivalent positions did not work out as planned. Therefore, a new reorganization occurred in March 2015 that resulted in three positions being abolished. However, the full-time equivalent positions remained and two of the three people in those positions remained with the agency after reclassifying the full-time equivalent positions. The addition of those two positions in the Business Enterprise Program will improve services to operators in the program.

The re-organization that occurred in March 2015 resulted in the creation of a new division focusing on the provision of Independent Living services, the older blind population, and the Youth Low Vision program for students under the age of 14. The division director from the Vocational Rehabilitation division was put in charge of the new Consumer Assistance Division and the Director of the Bureau of Services for Blind Persons Training Center was made the acting division director of the Vocational Rehabilitation division.

The agency currently has 14 rehabilitation counselors providing direct service to consumers. In addition, the agency has 5 positions which have a Civil Service classification of Blind Rehabilitation Instructor but because they have graduate degrees in teaching AND counseling, we consider them “teacher/counselors” and they also provide vocational counseling services when needed. The agency projects serving approximately 3,000 individuals in all programs in Fiscal Year 2016 and about 1,500 to 1,600 of them will be served by the vocational rehabilitation program.

Current speculation is that the number of persons with significant visual impairments will increase as the population ages. This could mean an increase in the need for services across the state. At the same time, it has become more difficult to find qualified professional staff to fill vacancies. Since there is a strong likelihood that more people will be seeking assistance, the agency continues to work with the department to try and obtain additional full-time equivalent positions.

The difficulty in hiring new staff – especially in some geographical areas of the state – is even a bigger concern considering that many of the current employees are, or will be, eligible for retirement in the near future. At least 5 of the counselors or teacher/counselors noted above are eligible to retire now or will be eligible in the next few years. That is 25 percent of the direct service staff and at least 3 of the 8 managers are or will be eligible to retire in the next five years. Those positions will most likely be filled from within which means that new counselors will have to be hired.

Row	Job Title	Total Positions	Current Vacancies	Projected vacancies in next 5 years
1	Rehab Counselor	14	1	5
2	Rehab Teacher	7	0	0
3	Teacher/Counselor	6	2	0
4	Support Staff	10	1	2
5	Manager	8	0	3

*Personnel development. Describe the development and maintenance of a system for collecting and analyzing on an annual basis data on personnel development with respect to:*

- *A list of the institutions of higher education in the State that are preparing Vocational Rehabilitation professionals, by type of program;*
- *The number of students enrolled at each of those institutions, broken down by type of program; and*

*The number of students who graduated during the prior year from each of those institutions with certification or licensure, or with the credentials for certification or licensure, broken down by personnel category for which they have received, or have the credentials to receive certification or licensure.*

## Michigan Rehabilitation Services

Michigan has a total of three university Rehabilitation Counseling programs. These programs prepare master's degree, Commission on Rehabilitation Counselor Certification eligible Rehabilitation Counselors. All three of these universities house doctorate programs in Rehabilitation Counselor Education. A total of 39 students graduated during the previous year (2012-2013) from the in-state universities listed below with credentials consistent with academic preparedness to meet national certification requirements.

The following table shows the current enrollment at the three Council on Rehabilitation Education accredited rehabilitation counseling programs in Michigan in Fiscal Years 2015-2016, the most current information available.

\*Note: These data reflect the most current information available for these two programs.

Table Two: Enrollment from Council on Rehabilitation Education Accredited Rehabilitation Counseling Programs

Row	Institution	Students enrolled	Employees sponsored by Bureau of Services for Blind Persons or RSA*	Grads sponsored by Bureau of Services for Blind Persons or RSA	Grads from the previous year
1.	Michigan State	19	0	2	10
2	Wayne State	89	0	3	16
3	Western Michigan	14	0	9	?

\*RSA = Rehabilitation Services Administration

When Michigan Rehabilitation Services observes that the current pool of candidates from Council on Rehabilitation Education Rehabilitation Counseling Programs is insufficient to meet Michigan Rehabilitation Services' demand for Rehabilitation Counselors, the following protocols are followed:

- Communication with the Council on Rehabilitation Education rehabilitation programs and closely aligned general university counseling programs regarding the option of Michigan Rehabilitation Services as an internship placement site.
- Engagement in a statewide recruitment program for outreach to students in both general counseling and rehabilitation counseling programs. Recruitment materials include a DVD, information packet and talking points for presenters.
- Promotion of a process to hire candidates with alternative human services degrees (such as Social Work or Special Education) who are lacking one or two classes needed for the rehabilitation counselor designation. Outreach includes information regarding Michigan

Rehabilitation Services' commitment to assist in payment for classes to fulfill required qualifications.

- Sharing of recruitment information with our Designated State Entity to include in their respective job candidate recruitment efforts. This leverages Michigan Rehabilitation Services' ability to market the vocational rehabilitation profession far beyond our traditional audience of counselor candidates.
- Design, develop and implementation of an extensive training program for new counselors to develop and maintain the highest standards. Topics include: Michigan Rehabilitation Services policy, casework practices, assistive technology, various disabilities, job development and motivational interviewing. This program extends over several weeks and core courses from the Michigan Rehabilitation Services Online Learning Center which complements the face-to-face training.

### **Bureau of Services for Blind Persons**

The State of Michigan is fortunate to have three major universities providing graduate programs in rehabilitation counseling: Michigan State University, Wayne State University, and Western Michigan University. The program at WMU also has graduate programs in rehabilitation teaching and orientation & mobility. This program has several graduates each year who end up receiving two masters' degrees – one in rehabilitation counseling and one in rehabilitation teaching. Those graduates are very much in-demand in the labor market.

The agency has always maintained a very good working relationship with all three of these programs. Various staff members have served on advisory committees and boards, made presentations to classes, taught coursework, offer internship and practicum sites, and provide feedback to the programs regarding courses, students, etc. Most of the current professional staff at Bureau of Services for Blind Persons have graduated from one of these three universities.

Row	Institution	Students enrolled	Employees sponsored by Bureau of Services for Blind Persons or RSA*	Grads sponsored by Bureau of Services for Blind Persons or RSA	Grads from the previous year
1.	Michigan State	19	0	2	10
2.	Wayne State	89	0	3	16
3.	Western Michigan	14	0	9	?

\*RSA – Rehabilitation Services Administration

The agency has provided graduate coursework for those counselors hired who may not meet the minimum standard set by the agency which is to be Commission on Rehabilitation Counselor Certification eligible. Typically, only those with the appropriate educational credentials are hired yet there have been a couple instances when it was necessary to hire someone who did not

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have a degree in rehabilitation counseling. Those situations are always due to a lack of applicants and are usually associated with openings in northern Michigan. In particular, the agency often struggles to find people willing to work in the state's Upper Peninsula which is sparsely populated, requires a great deal of travel, and has long and severe winters. The agency has hired people in the Upper Peninsula that may have a degree in rehabilitation teaching and then pay for them to complete coursework in rehabilitation counseling, or vice versa.

As noted earlier, a relatively high percentage of the Bureau of Services for Blind Persons employees are or will be eligible to retire in the next five years. One way to minimize the impact of this inevitability is to do whatever possible to retain current staff. Fortunately, most of the counselors on staff are younger and have been hired just in the past 3-5 years. By providing opportunities for professional development and training as well as management being supportive of them in their jobs, steps are taken to encourage individuals to stay with the Bureau of Services for Blind Persons.

For example, the agency has continued to sponsor participation in programs such as the National Rehabilitation Leadership Institute and the Vision Specialist Program at Mississippi State University. Programs such as these prepare future leaders in the agency. There are numerous other training opportunities for staff to participate in and staff are often encouraged to identify available training programs to meet their needs. The agency also tries to arrange for at least two statewide in-service training programs each fiscal year.

Staff are also encouraged to participate in various work groups and committees. Their input is encouraged and by participating in such activities it better prepares them to be a future leader within the agency.

Unfortunately, current Michigan Department of Civil Service policies do not allow for actual succession planning. Identifying future managers or pre-selecting individuals for anticipated vacancies isn't allowed but by providing leadership training opportunities for staff the agency can better prepare staff for future growth and staffing needs when others retire. Most activities within the Bureau of Services for Blind Persons focus on maintaining capacity instead of adding capacity pursuant to 34 CFR 361.18(d)(2)(iii)(A)-(C).

Again, the agency standard for personnel, specifically, rehabilitation counselors, is to be Commission on Rehabilitation Counselor Certification-eligible. The agency nor the State of Michigan requires that rehabilitation counselors obtain a Commission on Rehabilitation Counselor Certification yet it is encouraged and staff are supported in their needs to obtaining continuing education credits to maintain their certification. (A similar situation exists for rehabilitation teachers to maintain accreditation associated with their profession.) The core functions of a counselor are (1) determining eligibility for services, (2) developing the individualized employment plan, and (3) case closure. Anyone performing those duties for the Bureau of Services for Blind Persons must be Commission on Rehabilitation Counselor Certification-eligible. The minimum standard requires the appropriate graduate degree or completion of the necessary coursework to meet the criteria established by the Commission on Rehabilitation Counselor Certification to meet the needs of Section 101(a)(7)(v)(II)(B) of the Act and 34 CFR 361.18(c).

If the agency must hire someone who is not Commission on Rehabilitation Counselor Certification-eligible, the agency may consider hiring someone with a degree in a related field



such as social work, special education, or psychology with the understanding that the new counselor is expected to complete the necessary coursework to become a “qualified” rehabilitation counselor within 2 years of hire. Since most new hires only require a couple courses, it is a fairly easy objective to reach in two years. The agency sponsors the cost of this coursework. Follow-up is maintained with that employee’s progress by the direct manager as well as the training coordinator at the state office level.

*Plan for Recruitment, Preparation and Retention of Qualified Personnel. Describe the development and implementation of a plan to address the current and projected needs for qualified personnel including the coordination and facilitation of efforts between the designated state unit and institutions of higher education and professional associations to recruit, prepare, and retain personnel who are qualified, including personnel from minority backgrounds and personnel who are individuals with disabilities.*

## **Michigan Rehabilitation Services**

### **Plan for Recruitment, Preparation and Retention of Qualified Personnel**

Michigan Rehabilitation Services has established strategies for the recruitment, preparation and retention of qualified personnel. Plans are in place that reflect continual needs assessment and quarterly review of strategies and interventions for recruitment. Michigan Rehabilitation Services, in collaboration with Michigan Council for Rehabilitation Services, values and cultivates a culture of diversity and inclusion. This is demonstrated in proactive efforts to recruit personnel from various racial and ethnic minority backgrounds and persons who are individuals with disabilities. Michigan Rehabilitation Services recruitment and marketing materials honor these values.

Michigan Rehabilitation Services assesses and monitors the enrollment of Rehabilitation Counselor graduate students at the state’s institutions of higher education with the goal of facilitating the visibility of Michigan Rehabilitation Services. This is accomplished by:

- Convening regular meetings with the Council on Rehabilitation Education universities’ faculty members for joint planning and recruitment strategies.
- Allowing Michigan Rehabilitation Services personnel to serve on university curriculum committees and as adjunct faculty and guest lecturers.
- Continuing to be the most utilized internship and placement site by the institutions of higher education and raising awareness that all employment opportunities with Michigan Rehabilitation Services are posted on the Internet.
- Continuing to use an integrated recruitment packet including PowerPoint presentation and a facilitator’s guide. The recruitment packet describes employment opportunities and benefits of working for Michigan Rehabilitation Services and of residing in Michigan. To achieve this goal, we utilize specially trained field office personnel to present pertinent information to potential candidates who may be in a variety of educational programs and community partner organizations.



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- Continuing to encourage Michigan Rehabilitation Services counselors to explore Rehabilitation Counseling as a viable Individualized Plan for Employment goal for some of their customers.
  - Distributing recruitment brochures to attendees at the re:con The Convention of New Beginnings, the Michigan Rehabilitation Counseling Educator's Association, the Michigan Association of Multicultural Rehabilitation Concerns and other organizations as appropriate.

### Preparation of Qualified Staff

To ensure bureau personnel have a 21<sup>st</sup> understanding of the labor force and the needs of individuals with disabilities, staff avail themselves to many resources, strategies and tools. One such tool is Open Options©. Open Options© is a computer based program that provides labor market information on many occupations, earnings and job outlook, training and education, hiring trends of private and public sector employers, wages and salary information and career guidance. In conjunction with this tool, Michigan Rehabilitation Services' Business Network Unit consists of professionals with expertise ranging from vocational evaluation, occupational therapy, accommodations, ergonomic evaluations, hard of hearing assessments, assistive technology, job development and building employer relationships, support Michigan Rehabilitation Services counselors in developing the skills necessary to most effectively work with individuals with disabilities in meeting their specific employment needs. Moreover, the bureau's 5-yr investment in the enhancing Employment Outcomes project have prepared staff to maximize employment opportunities for people with disabilities contained in the "hidden job market" by understanding how to mutually meet the needs of both employers and vocational rehabilitation customers. Additionally, the bureau's internal consultants share expertise and serve as facilitators to field staff in helping them acquire knowledge necessary to meet the needs of the disability community through innovative projects and processes. Furthermore, Michigan Rehabilitation Services staff make frequent use of resources such as the Job Accommodations Network (JAN) and Great Lakes Americans with Disabilities Act. Lastly, Michigan Rehabilitation Services has been identified by the Governor of Michigan and a Michigan Supreme Court Justice to lead an initiative designed to maximize the employment of persons with disabilities in public and private sector jobs.

Because Michigan Rehabilitation Services is committed to ensuring that personnel have 21<sup>st</sup> understanding of the needs of individuals with disabilities, the Staff Development Unit along with multiple community agencies and rehabilitation practitioners deliver many technical trainings to staff annually. Michigan Rehabilitation Services utilizes multiple methods for identifying the training needs and priorities of staff. These needs are further considered by the Michigan Rehabilitation Services Training Advisory Group which is comprised of individuals who reflect the demography of the bureau. The Training Advisory Group considers staff perceptions, community needs, personnel development data, training evaluations and other information as appropriate and necessary to help ensure staff can avail themselves to multiple opportunities for professional preparedness, growth and development. All of these resources, tools and strategies help Michigan Rehabilitation Services personnel render significant and effective employment services to vocational rehabilitation customers.

The information below summarizes some of the specific training areas that are targeted on an ongoing basis:

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- The training provided in Fiscal Year 2014 and planned for the upcoming fiscal year include topics such as Motivational Interviewing, Enhancing Employment Outcomes, vocational needs assessment, substance abuse, Social Security work incentives, ethics, Transition, case management, vocational counseling and assistive technology in addition to information about specific disabilities and services to specific populations such as ex-offenders.
  - The Staff Developmental Unit manager and training consultants subscribe and share, as appropriate, knowledge from organizations such as the Institute on Rehabilitation Issues whose mission it is to enhance the knowledge of rehabilitation professionals. Information is most readily distributed using email and the agency's Knowledge Management System and Online Learning Center known as E-Learn.
  - New counselors attend internal trainings conducted over a 6 week period or more by the Staff Developmental Unit and other subject matter experts on a host of vocational rehabilitation related topics to help them develop a basic operational understanding of federal regulations, bureau policy and the implementation of various bureau practices and processes during their initial training year. These topics include: medical and psycho-social aspects of various disabilities, case management, advocacy to mitigate attitudinal and environmental barriers, assessment of vocational rehabilitation customers' skills and abilities to obtain and maintain employment, rehabilitation technology, developing employer relationships, Americans with Disabilities Act and the WIOA.
  - Michigan Rehabilitation Services redesigned its on-boarding materials to help newly hired counseling staff become better acclimated to the organization's vision, mission, values, culture and operations.
  - While working collaboratively with one of the three Council on Rehabilitation Education universities in Michigan to better facilitate the transition of Rehabilitation Counselor graduate students into Vocational Rehabilitation internships, Michigan Rehabilitation Services is designing short-term seminars and workshops toward the goal of helping interns have a more comprehensive public vocational rehabilitation experience prior to graduation.
  - All newly hired counselors who do not meet Comprehensive System of Personnel Development requirements must complete requisite course work in theories and techniques of counseling during their 12- month probationary period. Staff who have not fulfilled this requirement risk termination. Michigan Rehabilitation Services assists with tuition payments, books, and in-state travel to facilitate counselors attaining the Comprehensive System of Personnel Development standards.
  - Site Managers, are expected to successfully complete clinical supervision training which is offered every 2 years. In addition, newly promoted Vocational Rehabilitation managers participate in training and development activities that focus on helping them transition into their new role. The core curriculum for new managers address topics such as emotional intelligence, communication, coaching, collaboration, team work and goal setting. For experienced managers, the curriculum includes: delegation, engagement/ motivation, performance, listening skills, coaching, leadership, strategic thinking,
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presentation skills and an assortment of trainings offered by the Department of Civil Service.

- Site managers assume primary responsibility for identifying and remediating performance gaps in counselors and support staffs' respective work. They have many options to avail themselves to including the assistance of the Staff Developmental Unit.
- All staff are expected to complete Professional Development Plans (PDPs) that identify vocational rehabilitation training needs. These plans may also specify needs for mentoring, coaching, job shadowing or other activities that will enhance the professionalism of staff. All staff professional development plans are created in coordination with managers' input.

### Retention of Qualified Staff

As part of its comprehensive statewide training program, Michigan Rehabilitation Services supports a wide range of learning activities for all classification of employees. Staff view professional growth and development activities as a benefit that enhances retention.

The focus continues on retention and engagement of qualified staff through various activities including:

- Encouraging staff involvement in professional and disability advocacy associations and their respective conferences to foster networking, professionalism, and leadership development.
- Utilizing statewide employee engagement survey results to assess the overall culture of the work environment at Michigan Rehabilitation Services. The State of Michigan launched this initiative in 2013 as part of the Governor's reinvention of state government. The survey helps ensure a customer-focused government and a work culture in which employees are highly engaged, respected, and valued; and have the opportunity to express and explore views on issues related to their jobs.
- Articulating Michigan Rehabilitation Services' State Director's efforts to further cultivate professional alignment around the Bureau's new Vision and Values.
- Investing in staff growth and development by providing training opportunities through various teaching modalities.
- Engaging all counseling staff and managers in extensive Motivational Interviewing training which has been shown to improve staff satisfaction as well as customer outcomes in other state vocational rehabilitation programs. (Michigan Rehabilitation Services is in the final year of the Rehabilitation Services Administration Quality Award for Motivational Interviewing and job placement).
- Offering structured management and leadership development activities to all staff as part of succession planning.
- Ongoing promotion of a work group called the "Idea Stream Team" which encourages all staff to submit ideas to improve processes and procedures to promote efficiency and effectiveness in the delivery of vocational rehabilitation services.
- Continuing to invest in leadership and capacity building through the agency's leadership program known as School for Leadership. School for Leadership engages 20 diverse

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Michigan Rehabilitation Services staff members from all levels of the organization in a broad range of leadership development activities over a 12 month period.

- Offering a series of training programs for newly promoted managers.
- Encouraging staff to attend statewide conferences related to the rehabilitation profession. When appropriate, staff are supported as subject-matter experts in presenting on a variety of rehabilitation topics which develops staff skills. Staff have the opportunity to facilitate and provide content for multiple sessions. Conferences offered include the annual Michigan Rehabilitation Association sponsored re:con, the Michigan Association of Rehabilitation Organizations Employment and Training Spring Management Conference, Michigan Transition Conference, Michigan Conference of Rehabilitation Educators, and the Michigan Association of Multicultural Rehabilitation Concerns.
- Engaging in succession planning efforts to preserve the integrity and sustain the viability of public vocational rehabilitation. Succession planning is integrated into all staff development, Comprehensive System of Personnel Development and retention strategies to minimize vocational rehabilitation program disruptions due to staff departures and reassignments.
- Expanding current succession planning strategies and building a comprehensive approach that ranges from onboarding new staff to assisting experienced staff with developing skills to assume greater responsibility.
- Implementing a peer-to-peer mentoring program.
- Continuing fair and equitable practices in personnel selection.
- Promoting diversity in staff, ideas and approaches.
- Encouraging personal responsibility of all staff to access and participate in developmental opportunities.
- Collecting and analyzing data regarding potential retirements, key positions and skills.
- Using cross-functional bureau teamwork to offer expanded learning opportunities.
- Recruiting statewide work team members to reflect more diverse participation from Michigan Rehabilitation Services.
- Committing to provide individualized coaching and job shadowing to staff interested in learning about future promotional opportunities.
- Offering Alternative Work Schedules (AWS) to allow for flexible work weeks as they allow staff to specify their preferred work schedules without diminishing services to Michigan Rehabilitation Services customers or adversely affecting operations.

### **Bureau of Services for Blind Persons**

When a position becomes vacant the job notice is posted on the Michigan Department of Civil Service's website. It is also shared with all of the Bureau of Services for Blind Persons staff, the two major consumer organizations, the three universities in Michigan with rehabilitation programs, and others as necessary. For example, for those difficult positions to fill, i.e., those in northern Michigan, a posting may be placed with professional organizations or other listservs in order to expand the reach even if it means paying a fee for the posting.

An effective way to recruit is also to maintain those relationships with the universities and to provide practicum and internship opportunities for students. Unfortunately, the timing does not always work out so occasionally there has been a student hoping to be hired by the Bureau of Services for Blind Persons but no vacancy exists or vice versa where there is an opening and no student ready to step into the job. Nevertheless, internships provide a tremendous way for the

agency to evaluate a potential counselor. This is consistent with Section 101(a)(7) of the Act and 34 Code of Federal Regulation 361.18.

- ***Personnel Standards.*** *Describe the State agency's policies and procedures for the establishment and maintenance of personnel standards consistent with section 101(a)(7)(B) and to ensure that designated State unit professional and paraprofessional personnel are adequately trained and prepared, including:*
  1. *Standards that are consistent with any national or State-approved or – recognized certification, licensing registration, or other comparable requirements that apply to the profession or discipline in which such personnel are providing vocational rehabilitation services; and*
  2. *The establishment and maintenance of education and experience requirements to ensure that the personnel have a 21<sup>st</sup> century understanding of the evolving labor force and the needs of individuals with disabilities.*

## **Michigan Rehabilitation Services**

### **Personnel Standards**

Civil Service, through Michigan Rehabilitation Services, has established the following standards for a qualified rehabilitation counselor or vocational technical teacher:

A qualified rehabilitation counselor is defined as a counselor with a minimum of a master's degree in rehabilitation counseling, counseling, or a counseling related field such as psychology, social work, or special education. Newly employed counselors with a master's degree in counseling or a counseling related field who do not have documented graduate level coursework with a primary focus in theories and techniques of counseling must complete such coursework/training during their 12 month probationary period. The above courses must be provided by an accredited University (through on-line or classroom training). The cost is covered by Michigan Rehabilitation Services. Michigan Rehabilitation Services standards remain consistent with national standards for rehabilitation counselors and have been approved by Rehabilitation Services Administration and Michigan Civil Service. Michigan Rehabilitation Services continues to monitor licensure and certification trends in other state vocational rehabilitation agencies.

To assure that qualified staff are hired and current staff attain required qualifications, Michigan Rehabilitation Services has taken the following steps for staff who need additional coursework:

- Monitor a comprehensive system for tracking and funding the required course, Theories and Techniques of Counseling.
- Provide funding for existing staff seeking to take needed coursework to attain the level of "qualified" counselor.
- Provide information to managers when hiring staff who need coursework about Bureau responsibilities related to it.
- Newly employed counselors with a master's degree in counseling or a counseling related field who do not have documented graduate-level coursework with a primary focus in theories and techniques of counseling must complete such coursework/training during



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their 12-month probationary period through an accredited University (on-line or classroom training) to remain employed.

- All newly hired managers who are from a different agency and/or who have not worked for Michigan Rehabilitation Services or other State vocational rehabilitation programs within the last 2 years must attend new counselor training, policy training, and complete the following courses in E-learn: Informed Choice, vocational counseling and Eligibility and various disability-related units.

All but two of Michigan Rehabilitation Services' 252 counselors currently meet all Comprehensive System of Personnel Development standards.

A vocational technical teacher or instructor employed by Michigan Rehabilitation Services at Michigan Career and Technical Institute must demonstrate they are qualified in their respective field by having the appropriate educational degree or work experience, teaching methodology course work or seminar as required by Civil Service and the state technical school's accrediting agencies. Also, such teachers must attend, at least every five years, an in-service training program on disability sensitivity, informed choice and acquisition of needed reasonable accommodations or modifications to meet the disability-related needs of vocational rehabilitation customers.

### **Bureau of Services for Blind Persons**

All counselors in the agency, especially newly hired counselors, must have a 21st century understanding of the evolving labor force and the needs of individuals with disabilities. This will be done by providing in-service training and through participation and attendance at other training programs focusing on job development, job placement, and labor market analysis. New hires will receive basic information on this topic within six months of being hired. From that point on and for more experienced counselors, the need to maintain that understanding will be an on-going activity through continued training and maintenance of knowledge.

The responsibility of training new staff falls primarily upon the regional managers. Each new counselor is assigned to work with a more senior counselor and in addition spends time working with other programs, other offices, the Training Center, and elsewhere to get a better orientation to the entire organization. Training needs can be identified from a number of places. Most training needs are determined by the manager and the employee.

A "new employee orientation schedule" was developed years ago and managers are free to use that document as an outline when beginning the training of new staff.



- **Staff Development.** *Describe the State agency's policies, procedures, and activities to ensure that, consistent with section 101(a)(7)(C) of the Rehabilitation Act, all personnel employed by the designated State unit receive appropriate and adequate training in terms of:*
  1. *A system of staff development for professionals and paraprofessional within the designated State unit, particularly with respect to assessment, vocational counseling, job placement, and rehabilitation technology, including training implemented in coordination with entities carrying out State programs under Section 4 of the Assistive Technology Act of 1998; and*
  2. *Procedures for the acquisition and dissemination of significant knowledge from research and other sources to designated State unit professionals and paraprofessional.*

## **Michigan Rehabilitation Services**

### **Staff Development**

Michigan Rehabilitation Services' Staff Developmental Unit manager and training consultants are rehabilitation professionals qualified to analyze, design, develop, implement and evaluate Title I training activities which meet the needs of the Michigan Rehabilitation Services workforce, Comprehensive System of Personnel Development standards, and Commission on Rehabilitation Counselor Certification standards.

During Fiscal Year 2013-2014, the State Designated Unit obtained certification on 60 training programs.

Michigan Rehabilitation Services provides integrated learning systems to disseminate significant knowledge from research and other sources. This is accomplished through classroom learning, distance education, teleconferencing, printed materials and video conferencing.

### **Program Enhancement**

Michigan Rehabilitation Services is engaged in two systems change projects which are expected to improve rehabilitation outcomes, as well as staff satisfaction and retention. These two projects are Motivational Interviewing (MI) and job development and placement. This two-pronged approach focuses on vocational rehabilitation customers' internal motivation for change and enhancing the bureau's placement and development strategies. The project is largely funded by a Rehabilitation Services Administration 5-year Quality Award and supplemented with Title I dollars.

All Michigan Rehabilitation Services staff have been trained in Motivational Interviewing (MI). At the end of Fiscal Year 2014, approximately 443 staff have participated in MI training. This year, Michigan Rehabilitation Services has added training for MI Coaches and Coders. This will facilitate the overall sustainability of the systems change project.

The initiative on improving job development and placement training has been completed. Managers are required to report on implementation progress as part of their district operations.

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The aim of this project is to enhance counselors' abilities to more effectively develop stronger relationships with employers in both the public and private sectors.

Michigan Rehabilitation Services is consistently researching and sharing the latest findings on various disability topics, best practices and intervention possibilities. This research is distributed to staff through internal and external training, webinars, E-Learn and rehabilitation articles and journals. Disability-related training includes general medical aspects and implications regarding functional capacities and/or ergonomics and assistive technology. Training modules placed into Michigan Rehabilitation Services E-Learn routinely utilize the findings gained from research and other credible sources.

Furthermore and to ensure staff strive for consistency as rehabilitation practitioners, the Staff Developmental Unit and Policy Unit promptly address findings resulting from internal and external reviews and audits conducted by various agencies.

### **Comprehensive Statewide Needs Assessment**

Staff Developmental Unit staff continue to explore training opportunities for staff to help them appreciate the cultural differences associated with Hispanic/Latino, Native Americans, Arab Americans and Hmong minority groups.

Working with rehabilitation practitioners in the community, Michigan Rehabilitation Services continues to offer a bi-annual one-day seminar featuring experts in various disabilities who provide agency staff with the latest research, treatment protocols and accommodations needs of individuals with Traumatic Brain Injury, Persons with Epilepsy, as well as mental illness, substance abuse, kidney disease, and Autism Spectrum disorders. Staff Developmental Unit staff continue to explore the needs of individuals with allergy syndromes.

### **Assistive Technology**

Technical Assistance and Continuing Education provided Michigan Rehabilitation Services with a TECH POINTS course developed by Pathfinder Associates. Michigan Rehabilitation Services has reviewed the course, which looks at assistive technology over the course of the vocational rehabilitation process.

Michigan Rehabilitation Services' Assistive Technology Consultant is developing an assistive Technology consideration framework to be adopted as a standardized approach for use throughout the vocational rehabilitation process. This undertaking is in partnership with Michigan Integrated Technology Supports and Michigan Disability Rights Coalition, Michigan's Assistive Technology Act's program. Key framework components for Michigan Rehabilitation Services will include:

- Consideration Model: Adopt a valid model for assistive Technology Consideration.
- Electronic Assistive Technology Consideration Tool: Develop and implement an electronic Assistive Technology Consideration tool for use by vocational rehabilitation counselors and aligned with aforementioned model. Expected completion date is Fiscal Year 2016.

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- Training: Deliver training to promote and teach the Assistive Technology Consideration Framework to Michigan Rehabilitation Services staff. Training is expected to begin Fiscal Year 2016.

Michigan Rehabilitation Services' Assistive Technology Consultant sits on the Assistive Technology Advisory Council for Michigan's Assistive Technology Act's program.

Michigan Rehabilitation Services' Business Network Unit provides technical guidance, training and evaluations to Michigan Rehabilitation Services customers, field staff and employers on assistive technology and accommodations. The Business Network Unit continues to explore how technology can be used most effectively to enhance employee skills. Business Network Unit staff models technology options for all customers and stakeholders (i.e., Dragon Naturally Speaking, Tablets, etc.).

### **Assessment and Training Opportunities for Persons with Disabilities**

Michigan Rehabilitation Services works with the Business Network Unit and the Innovation Unit to increase counselor understanding of non-traditional means to acquire job-related skills in addition to college training. Counselors will understand the role of apprenticeships, on-the-job evaluations and on-the-job training opportunities to assist customers in achieving competitive integrated employment.

### **Bureau of Services for Blind Persons**

All employees are encouraged to identify training opportunities that will make them more effective in their job. These may include local seminars and workshops sponsored by an outside organization or a large statewide conference. Funding for training has not been a major concern.

There are three major in-state conferences that counselors and other staff attend each year. One is the statewide rehabilitation conference which typically has about 400-500 participants from all across the state from a wide range of rehabilitation programs and businesses. Another is the conference designed primarily for rehabilitation teachers, the Michigan Association and Rehabilitation conference, and the third one is the conference sponsored by the non-profit, Michigan Transition Services. All three of these programs provide an excellent chance for new and experienced counselors, teachers, managers, support staff, and others to learn the latest trends in employment, the newest developments in technologies, changes in the laws, etc. and to network with other rehabilitation professionals.

When Comprehensive System of Personnel Development requirements were first addressed many years ago, the agency had about 8 counselors who did not meet the standard set by the agency. Those persons completed coursework and became "qualified" rehabilitation counselors. Since that time, only a couple of new hires were not "qualified" and have ended up taking courses. In more recent history, all newly hired counselors were deemed qualified.

The Bureau of Services for Blind Persons currently has fourteen qualified rehabilitation counselors and six qualified teacher/counselors on staff. All eight field service managers are also qualified rehabilitation counselors.

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Assistive technology has always been a keystone of the success for any blind rehabilitation consumer. Assistive Technology allows for more options when it comes to communicating in the workplace, doing schoolwork, social media, and other everyday activities. Most Vocational Rehabilitation consumers are provided with a computer or other device that allows them to function more effectively at school, home, or work. Therefore, it is of utmost importance that the Bureau of Services for Blind Persons counselors, teachers, managers, and others know the latest gadgets, software, and uses for assistive technology. Teaching assistive technology has become a very important component of most training activities at the Bureau of Services for Blind Persons Training Center. In fact, the most recent hires at the Center were teachers who were very skilled in assistive technology so they could provide that training to students attending the Center.

At least once every year, the agency holds a 2-3 day workshop on technology at the Training Center for staff. Experts are brought in and those persons along with Bureau of Services for Blind Persons staff who are most skilled on assistive Technology matters provide in-service training for other staff wishing to upgrade their skills and knowledge in this very important area.

Bureau of Services for Blind Persons will continue to strategize different technology training opportunities for staff in order to assist our bureau in being competitive with the ever changing technology trends in rehabilitation.

- *Personnel to Address Individual Communication Needs. Describe how the designated State unit has personnel or obtains the services of other individuals who are able to communicate in appropriate modes of communication with or in the native language of applicants or eligible individuals who have limited English speaking ability.*

## **Michigan Rehabilitation Services**

### **Personnel to Address Individual Communication Needs**

Michigan Rehabilitation Services hires qualified counselors who are bi-lingual in American Sign Language, Spanish and Arabic if the local community has a large population of ethnic groups who require them in order to receive vocational rehabilitation services. Each office has also posted Michigan Rehabilitation Services information in English, Spanish, or Arabic, clarifying which bilingual counselors and program materials are available in the customer's native language. Materials are available in Braille and other accessible formats, as requested by customers. Qualified sign language interpreters are contracted on an as needed basis as are interpreters for speakers of Spanish, Arabic and Kurdish. Interpreters are available for additional languages supported by refugee resettlement programs on a contractual basis.

### **Bureau of Services for Blind Persons**

Bureau of Services for Blind Persons understands our commitment to effectively communicate with consumers. The bureau can and does acquire interpreter skills when needed via the purchase of service or the utilization of staff expertise.

- *Coordination of Personnel Development under the Individuals with Disabilities Education Act. As appropriate, describe the procedures and activities to coordinate the designated State unit's comprehensive system of personnel development with personnel development under the Individuals with Disabilities Education Act.*

## **Michigan Rehabilitation Services**

### **Coordination of Personnel Development under the Individuals with Disabilities Education Improvement Act**

Michigan Rehabilitation Services has a long standing partnership with the Michigan Department of Education/Office of Special Education including a formalized interagency agreement between the Michigan Department of Education/Office of Special Education and Michigan Rehabilitation Services. This interagency agreement was recently revised, updated and signed on March 1, 2011, and is reviewed each year.

Michigan Rehabilitation Services has operationalized transition services to youth and has continued to work on improving the quality of those services. To support this, the Michigan Rehabilitation Services Consultant assigned to Transition from the Program Innovation Unit and the Staff Development Unit partner to develop and deliver training to Michigan Rehabilitation Services counselors. Some of this training is provided in collaboration with the Michigan Transition Outcomes Project and the Michigan Transition Services Association.

The MT-21 project [see Attachment 4.8(b)(2)] has provided Michigan Rehabilitation Services with information about best and emerging transition practices that are being utilized by Michigan Rehabilitation Services to identify training needs related to strengthening the provision of transition services to youth. It is also being used to identify areas of focus for joint training opportunities for staff from Michigan Rehabilitation Services, Bureau of Services for Blind Persons, educators, and other youth services providers.

### **Bureau of Services for Blind Persons**

Bureau of Services for Blind Persons is committed to and participates in training and professional development activities such as the Michigan Transition Services Association Conference, local transition councils as well as working in tandem with the Department of Education, specifically Low Incidence Outreach, to assist our staff in understanding Individuals with Disabilities Education and its ramifications when serving blind students.



## Statewide Assessment

*Provide an assessment of the rehabilitation needs of individuals with disabilities residing within the State, particularly the vocational rehabilitation services needs of those:*

- With the most significant disabilities, including their need for supported employment services;*
- Who are minorities;*
- Who have been unserved or underserved by the vocational rehabilitation program;*
- Who have been served through other components of the statewide workforce development system; and*
- Who are youth with disabilities and students with disabilities, including as appropriate, their need for pre-employment transition services or other transition services.*

*Identify the need to establish, develop, or improve community rehabilitation programs within the State; and*

*Include the assessment of the needs of individuals with disabilities for transition career services and pre-employment transition services, and to the extent to which such services are coordinated with transitions services provided under the Individuals with Disabilities Education Act.*

### **Michigan Rehabilitation Services**

Michigan Rehabilitation Services, in collaboration with the Bureau of Services for Blind Persons and Michigan Council for Rehabilitation Services, contracted with the Michigan State University Office of Rehabilitation and Disability Studies, to perform the 2014 Comprehensive Statewide Needs Assessment, which is performed every 3 years. The final 2014 Comprehensive Statewide Needs Assessment was released in.

Michigan Rehabilitation Services is addressing the rehabilitation needs of individuals with disabilities, which were identified in the 2014 Comprehensive Statewide Needs Assessment as follows:

1. Rehabilitation Needs of Individuals with Disabilities Residing Within the State
  - A. Individuals with the most significant disabilities, including their need for supported employment services:

In 2012 98 percent of Michigan Rehabilitation Services customers determined to be eligible for services were consistently those significantly or most significantly disabled; 71 percent were most significantly disabled. The majority of the individuals with most significant disabilities were referred by secondary schools or physicians/medical personnel and were provided services through Community Mental Health and Community Rehabilitation Organizations.



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In Fiscal Year 2012, 815 customers specified an employment outcome/vocational goal in a supported employment setting in their Individualized Plan for Employment. The majority of these customers had either mental illness (39%) or intellectual disabilities (33%) as the primary disability reported. An additional 7 percent of these customers were reported as having autism as their primary disability. Forty four percent of the customers who received supported employment services exited Michigan Rehabilitation Services with an employment outcome. In relation to the primary disabilities of customers with a supported employment goal, 53 percent of the customers with autism, 45 percent of the customers with mental illness, 43 percent of the customers with learning disabilities, and 43 percent of the customers with intellectual disabilities achieved an employment outcome.

**B. Individuals with disabilities who are minorities**

Minority groups include: Hispanic/Latino residents specifically in the mid- and southwestern section of Michigan; Native Americans in the Upper Peninsula and Northern Michigan; and Asian or Pacific Islanders specifically Arab and Arab Americans and Hmong residents in the southeastern part of the state. African American residents apply for services at higher rates than their proportion in the population, but are statistically less likely to be determined eligible for services. White and Asian customers are statistically more likely to close with an employment outcome while Native Americans were least likely to have a successful outcome.

In Fiscal Year 2012, Michigan served 8,634 minorities who exited the vocational rehabilitation program. The federal requirement for service rate of *all* individuals with disabilities is .80. Therefore, the 2012 minority service rate exceeds the .80 federal requirement.

Needs addressed include more qualified interpreters or bilingual counselors for Hispanics and extended services for refugees. More outreach efforts and appropriate services were recommended for Native Americans, especially those who live on reservations. Although not an underserved population, African Americans demonstrated lower eligibility for services than other minority groups.

**C. Individuals with disabilities who have been unserved or underserved by the vocational rehabilitation program.**

In 2014, the Comprehensive Statewide Needs Assessment did not identify any unserved populations. No group, based on disability, was unserved in Michigan. However, the Comprehensive Statewide Needs Assessment did identify numerous underserved populations.

**Autism Spectrum Disorders**

The 2014 Comprehensive Statewide Needs Assessment identified youth with Autism Spectrum Disorders as the primary emerging population reported as either currently, or to be, an underserved population. The number of customers with Autism Spectrum Disorders as their primary disability applying for services has been steadily increasing (416 in 2011; 518 in 2012; 553 in 2013). The special education data also support the fact

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that this population is constantly growing in all age categories (ages 6 to 21 years: 12,924 in 2009; 13,636 in 2010; 14,135 in 2011). Especially noteworthy is the fact that over 10 percent of those ages 18-21 years were diagnosed with autism in 2011, which indicates that adult agencies should be prepared for helping those students to achieve employment outcomes with seamless transition services through ongoing collaboration between schools and Michigan Rehabilitation Services.

Concern was expressed at all levels about the job readiness preparation this group will have as they exit school, the preparedness of the adult vocational rehabilitation agency staff to provide services, and the availability of supported employment services for this population. In addition, despite an increase in numbers, no data provided information about level of severity and its association with outcomes. As the diagnosis (i.e., spectrum) indicates, there are variations in terms of functional limitations and severity of symptoms. It is crucial to ensure that all vocational rehabilitation counselors have the knowledge and skills necessary to provide appropriate and effective vocational rehabilitation and independent living services for transition youth and young adults with Autism Spectrum Disorder.

### **Mental Illness**

Michigan adult residents with mental illness who need mental health services and supported employment services were the number one population identified as underserved. Although the proportion of Michigan residents with mental illness served by Michigan Rehabilitation Services has remained relatively stable over the last three years, the availability of community mental health services has continued to diminish in the state over the last five years. Community mental health does not have the resources necessary to provide mental health services and/or supported employment services to individuals with severe diagnoses, unless the person presents as a risk to self or others.

Of 22,708 customers who exited Michigan Rehabilitation Services in Fiscal Year 2012, 7,397 (32.6%) reported having mental illness as their primary or secondary disability. Compared to Michigan Rehabilitation Services customers with other types of disabilities, a higher proportion of customers with mental illness were Black or African American. Most of the customers (90%) with mental illness disability were not working at application, and over half of the customers (53%) had a high school diploma level of education.

Compared to other disability groups, a higher proportion of customers with mental illnesses reported being unemployed at application and having high school diploma or equivalency. As observed earlier, the eligibility rate (83.5%), plan rate (69.7%) and the adjusted rehab rate (38.8%) of this disability group was low, compared to others (85.6%, 80.1%, and 57.2%, respectively).

### **Transition Youth**

Based on Michigan Merit Curriculum impacts on graduation rates, dropout rates, and the employability of students with disabilities, Transition Youth with severe disabilities are another underserved population the Michigan School District report indicates that 2011-2012 graduation rates were 76.2 percent for students without disabilities and 53.5 percent

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for students with disabilities, while dropout rates were 10.7 percent and 15.2 percent respectively.

Michigan Rehabilitation Services defines transition youth (TY) as students between the ages of 14 and 26 at application and enrolled in a secondary school. In 2012, 4,598 TY customers exited Michigan Rehabilitation Services, representing approximately 20 percent of all Michigan Rehabilitation Services customers. However, a low proportion (27%) of TY as compared to adult (37%) customers achieved employment outcomes. For reference, the adjusted employment rates for TY and adult customers were 38 percent and 58 percent, respectively. It is also noted that male TY customers were more likely than female TY customers to have a successful employment outcomes; adult customers showed the opposite trend.

A lack of social skills, the receipt of Supplemental Security Income benefits, and loss of respite and nursing services at age 21 were identified as barriers for youth with disabilities to obtain employment at an individual level. Also, the need for early involvement and better community outreach were raised. A key indicator addressed was interagency collaboration in terms of overcoming financial or other institutional barriers. Many key informants expressed a strong need for Michigan Rehabilitation Services presence in the schools, including transition meetings, Individualized Education Program meetings, orientations, or one-on-one customer visits, which would facilitate a smoother transition process.

Michigan Rehabilitation Services' next Comprehensive Statewide Needs Assessment will reflect data for Youth with a Disability and Student with a Disability.

Michigan Rehabilitation Services has updated the Transition policy including changing the definition of Youth to align with the WIOA definition and providing guidance for the provision of Pre-Employment Transition Services.

***“Student with a Disability”:*** Individual with a disability age 14-26 at application and **Enrolled** in the K-12 education system including traditional public schools, intermediate school districts, private schools, charter schools (public school academies), alternative schools, schools for individuals with disabilities such as the Michigan School for the Deaf, 504 students, home-schooled students and students in education programs in correctional facilities.

***“Youth with a Disability”:*** Individual with a disability age 14 -24 at application and **Not** enrolled in the K-12 education system including traditional public schools, intermediate school districts, private schools, charter schools (public school academies), alternative schools, schools for individuals with disabilities such as the Michigan School for the Deaf, 504 students, home-schooled students and students in education programs in correctional facilities.

D. Other components of the workforce investment system:

The extant data (i.e., Workforce Investment Act (WIA) State Annual Report, Wagner-Peyser Act data) indicated that non-vocational rehabilitation WIA related programs (e.g., Michigan Works!) are providing services to a very limited number of people with

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disabilities in Michigan. The MRS and the WDA are consulting to increase the positive relationship between individuals with disabilities, public employment services, and employers. As part of the WIOA, Vocational Rehabilitation will be a core program to assist individuals with disabilities into the workforce services for which they are eligible.

The needs assessment analyzed outcomes for Adults, Dislocated Workers, and Youth with disabilities that exited the WIA in Program Year (PY) 2010 to 2011. During PY 2011, 188 adults with disabilities of all exiters (245) entered new employment, resulting in an employment rate of 76.7 percent. Retention and Employment/Credential Rates were consistent with the Entered Employment Rate. The 2011 rate of earnings change in six months was \$14,954 ( $=\$2,766,553/185$ ). A comparison of the 2011 WIA outcome rates by special population groups shows the outcome rates of individuals with disabilities and public assistance recipients were generally low.

As part of the One-Stop services delivery system, Wagner-Peyser employment services focuses on providing a variety of employment-related labor exchange services including job search assistance, job referral, and placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings.

During PY 2011, 20,778 (3.9% out of a total of 527,279 job seekers) individuals with disabilities received employment services through funding under the Wagner-Peyser Act.

### **Bureau of Services for Blind Persons**

The Comprehensive Statewide Needs Assessment is conducted every three years by the Michigan State University Office of Rehabilitation and Disability Studies (Project Excellence). The Comprehensive Statewide Needs Assessment was conducted in Fiscal Year 2014 jointly with the Bureau of Services for Blind Persons, Michigan Council for Rehabilitation Services, Michigan Rehabilitation Services, and Michigan Statewide Independent Living Council. The results were made available to the agency in Fiscal Year 2014 and the bureau continues implementing the recommendations of the assessment.

The specific data collection methods used included a review of extant data (e.g., Rehabilitation Services Administration 911 data, American Community Survey data, Special Education data, etc.), Key Informant interviews, and a series of surveys conducted with Michigan Rehabilitation Services, the Bureau of Services for Blind Persons and Michigan Statewide Independent Living Council staff as well as the directors of the Michigan Association of Rehabilitation Organizations member community rehabilitation organizations. In addition, electronic surveys were developed to collect needs assessment information from Michigan residents with disabilities and family and friends of people with disabilities.

The 2014 Comprehensive Statewide Needs Assessment recommended that vocational rehabilitation agencies need to ensure that all vocational rehabilitation counselors have the knowledge and skills necessary to provide appropriate and effective vocational rehabilitation and independent living services/supports for transition youth and young adults with Autism Spectrum Disorder. The Bureau of Services for Blind Persons will continue to provide training for staff to increase their knowledge regarding autism spectrum disorder for transition youth and adults.

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Three minority populations were identified by multiple quantitative and/or qualitative data as being underserved by the Bureau of Services for Blind Persons in relation to their proportion in the population: Hispanic/Latino residents specifically in the mid- and southwestern section of Michigan; Native Americans in the Upper Peninsula and Northern Michigan; and Asian or Pacific Islanders specifically Arab and Arab Americans and Hmong residents in southeastern part of the state. It is necessary for agency staff to understand diverse cultural backgrounds among persons with disabilities to effectively serve them in obtaining their employment and independent living goals. In comparison to the 2011 American Community Survey [1] report (20.3% of Michigan residents with disabilities as being African American), African Americans are not considered underserved (27%); however, it indicated that African Americans demonstrated lower eligibility rate for services and vocational rehabilitation outcomes than other minority groups. The Bureau of Services for Blind Persons is aware of the need to increase services and has established a goal to continue outreach activities for the three minority populations.

Many key informants suggested Michigan Rehabilitation Services, the Bureau of Services for Blind Persons, and Centers for Independent Living could do a better job of community outreach or marketing; in other words, the community visibility of all three agencies was felt to be lacking statewide. Lack of knowledge on how to access services and where to seek assistance was reported as problematic across the state. The Bureau continues to collaborate with its community partners to improve awareness of the various services that the agency provides to persons who are blind and visually impaired in order to increase vocational outcomes.

Michigan adult residents with mental illness who need mental health services and supported employment services were the one population identified as underserved with low outcomes. The Bureau of Services for Blind Persons customers are individuals with blindness or visual impairments, approximately 1 percent of them reported having mental illness as their secondary condition. The Bureau of Services for Blind Persons staff (38%) indicated that 'Affordable Mental Health Services' in their service areas were unavailable and/or insufficient to meet the needs of people with mental illness in their communities. The Comprehensive Statewide Needs Assessment recommended that in order to increase the availability of supported employment (SE) services for this population. The Bureau of Services for Blind Persons will continue to work with the local community mental health to increase and/or develop alternative SE service options at the local level via agreements with Community Rehabilitation Organizations.

The assessment mentions the statewide Workforce Investment System as it relates to the WIA legislation and the Title IV Rehabilitation Act, as amended in 1998. It indicated that Michigan Works! are providing services to a very limited number of people with disabilities in Michigan. The findings may suggest that people with disabilities are not disclosing their disability status to Michigan Works! when they are applying for services and/or that Michigan Works! is underserving Michigan residents with disabilities. The Bureau of Services for Blind Persons continues to review its Memorandums of Understanding with the workforce investment system (Michigan Works!) to ensure access to programs; such as, computer training, vocational evaluations, interest inventories, resume writing and virtual interviews. The Bureau of Services for Blind Persons co-sponsors employer days and employer fairs with the Michigan Works! and is present in several of the Michigan Works! offices on an itinerant basis. The Bureau's familiarization with the Michigan Works! programs enable them to more effectively assist blind and visually impaired consumers who are seeking employment in the competitive labor market.



The overall customer satisfaction rates for the Bureau of Services for Blind Persons (93%) in 2013 indicate that the majority of customers served by the agency were satisfied or very satisfied with the services they received.

The 2017 Comprehensive Statewide Needs Assessment will reflect data for students and/or youth with disabilities. The Bureau of Services for Blind Persons will work with Michigan State University to ensure that blind and visually impaired individuals are adequately represented in this survey.

## Annual Estimates

### *Describe:*

- *The number of individuals in the State who are eligible for services.*
- *The number of eligible individuals who will receive services under:*
  1. *The vocational rehabilitation program*
  2. *The Supported Employment Program*
  3. *Each priority category, if under an order of selection*
- *The number of individuals who are eligible for vocational rehabilitation services, but are not receiving such services due to an order of selection; and*
- *The cost of services for that number of individuals estimated to be eligible for services. If under an order of selection, identify the cost of services for each priority category.*

## Michigan Rehabilitation Services

- 1) Michigan estimates 26,000 individuals will be eligible for services in Fiscal Year 2017. This figure is calculated using the number of individuals that were served during the fiscal year and also had an Individualized Plan for Employment as reflected on the Rehabilitation Services Administration 113 reports, Lines C1 and C2. Michigan is estimating that it will be able to serve 26,000 individuals in Fiscal Year 2017 as outlined in Section 4.11(c)(3).
- 2) The estimated number of eligible individuals who will receive services in Fiscal Year 2017 under Part B of Title I is 25,959 and Part B of Title VI is 413.
- 3) The estimated cost in Fiscal Year 2017 to serve all eligible individuals is \$34,398,000. Michigan Rehabilitation Services expects to have available 34,398,000 to serve approximately 26,000 eligible customers.

Category	Title I or Title VI Funds	Estimated Number to be Served	Average Cost of Services
OSS* Category 1 - Title I – (MSD)	\$23,170,546	13,000	\$1,323
OSS Category 1 - Title VI – (MSD)	\$643,454	413	\$1,558
OSS Category 2 - Title I – (SD)	\$7,938,000	6,000	\$1,323
OSS Category 3 Title I -- (NSD)	\$2,646,000	2,000	\$1,323



Totals	\$34,398,000	26,000	\$1,323
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Definitions for Above Table:

Order of Selection for Services (OSS), Most Significantly Disabled, Significantly Disabled (SD), Not Significantly Disabled (NSD).

**Bureau of Services for Blind Persons**

The total population of individuals in Michigan who have vision difficulty between 14 and 64 years of age based on information from the U.S. Census Bureau 2010 census is 27,230 (3.2% of the total number of individuals with disabilities). The Bureau of Services for Blind Persons uses a factor of .045 percent of the individuals who have vision difficulty to identify the number of individuals who are blind (12,254) and would be eligible for services.

Of the 12,254 eligible individuals, 67 percent (8,210) are not employed either because they are unemployed (1,560 or 19%) or not in the labor force (6,650 or 81%). Based on the 2010 data from the U.S. Census Bureau, the Bureau of Services for Blind Persons estimates serving the entire unemployed population (1,560) plus 12 percent (798) of the individuals not in the labor force for a total of 2,358 individuals. Of that amount, the Bureau of Services for Blind Persons will serve 2,318 individuals under Title IV and 40 individuals under Title VI. This statistical data will be updated as a result of 2020 census data when received.

The estimated costs to provide services under Title IV (excluding administrative costs) are \$4,642,000, and the estimated costs under Title VI are \$107,518.50 for a total of \$4,749,518.50.

**State Goals and Priorities**

*The designated State must:*

- *Identify if the goals and priorities were jointly developed and agreed to by the State vocational rehabilitation agency and the State Rehabilitation Council, if the State has a Council, and jointly agreed to any revisions.*
- *Identify the goals and priorities in carrying out the vocational rehabilitation and Supported Employment programs.*
- *Ensure the goals and priorities are based on an analysis of the following areas:*
  - 1. The most recent comprehensive statewide assessment , including any updates;*
  - 2. The state's performance under the performance accountability measures of Section 116 of WIOA; and*
  - 3. Other available information on the operation and effectiveness of the vocational rehabilitation program including any reports received from the State Rehabilitation Council and findings and recommendations from monitoring activities conducted under Section 107.*

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## **Michigan Rehabilitation Services**

In Fiscal Year 2014, Michigan Rehabilitation Services, in collaboration with Michigan Council for Rehabilitation Services developed a 3-year strategic plan based on a multitude of data including the Comprehensive Statewide Needs Assessment, customer satisfaction feedback, assorted state audits, environmental scanning with partners and advocacy groups, program evaluation studies, and other state and federal research. Because of the transition from the Department of Human Services to the Department of Health and Human Services, the implementation of the WIOA and the need for finalized Regulations, Michigan Rehabilitation Services will carry forward the current Goals but has updated the Priorities. As new priorities evolve, Michigan Rehabilitation Services will update this Attachment of the Michigan Rehabilitation Services State Plan.

### **Current Michigan Rehabilitation Services Strategic Plan Goals and Priorities**

- GOAL 1 – Strong Fortified Partnerships.
- GOAL 2 – Motivated Enthusiastic Staff.
- GOAL 3 – Excellent Customer Service.
- GOAL 4 – High Producing Vocational Rehabilitation, Nationally.

#### **Priorities**

In addition to these strategic plan activities, Michigan Rehabilitation Services will focus on the following additional priorities necessitated by emerging circumstances;

Priority 1: Actively seek resources to capture full federal award and state and local matching funds.

Measure: Full federal award is allotted.

Priority 2: Continue to effectively manage and actively seek resources.

Measure: Resources managed to optimize budget and staff.

Priority 3: Promote and maintain a culture of quality innovative programs that stimulate continuous program improvements.

Measure: At least 2 major quality projects will be undertaken utilizing appropriate methodology and evaluation tools resulting in improved efficiency and/or effectiveness as defined by the goals of the projects.

Priority 4: Michigan Rehabilitation Services will continue to demonstrate program effectiveness and substantial compliance in the provision of its State Plan; Standards/Performance Indicators; and the Strategic Plan.

Measure: Meeting performance accountability measures, once published, as identified in the WIOA.

Priority 5: Michigan Rehabilitation Services will continue to implement aspects of “Better off Working”.

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Measure: More individuals with disabilities working.

Priority 6: Implementation of the WIOA. (a) Transition (b) Supported Employment (c) Business Services (d) collaboration with the Workforce Development Agency in service to customers.

Measure: Incremental changes in policies and practices.

### **Bureau of Services for Blind Persons**

The Bureau of Services for Blind Persons and the State Rehabilitation Council (Michigan Council of Rehabilitation Services jointly developed and agreed to the goals and priorities listed in Attachment 4.11(c). The agency and the council also reviewed and agreed to revisions made to the goals and priorities.

According to the Comprehensive Needs Assessment, the Bureau of Services for Blind Persons will implement the recommendation to increase eligibility for the African Americans population. The agency will continue to emphasize the need to expand minority outreach to the African Americans, Hispanic/Latinos, Arab Americans, Native Americans, as well the Hmong population. The Bureau of Services for Blind Persons will continue to provide effective service delivery to minority populations, establish community relationships, work with its technology vendors to make sure that staff and consumers are familiar with new and emerging technologies and their applications, provide professional development, partner with other agencies to increase employment outcomes, expand transition activities to include individuals with autism and improve informational access through collaboration with the Braille and Talking Book Library.

Goal 1 - The Bureau of Services for Blind Persons has established a goal to monitor, through data collection over the next three years, the successful completion of vocational rehabilitation program/services for African Americans. The Comprehensive Statewide Needs Assessment has identified the need to increase eligibility of African Americans who are referred for vocational rehabilitation services.

Goal 2 - The Bureau of Services for Blind Persons will research and monitor outreach activities throughout the state to determine what methods are producing new referrals from underserved populations. The Bureau of Services for Blind Person's strategic plan emphasizes the need to increase rehabilitation services to Latino/Hispanic Americans, African Americans, Native Americans, Arab Americans and Hmong populations. The Bureau of Services for Blind Persons will identify best practices for each minority group and initiate implementation of such practices statewide.

Goal 3 – The Bureau of Services for Blind Persons will continue to develop relationships with community rehabilitation organizations, specifically community mental health in order to enhance service delivery. Each region will continue to explore collaborative relationships, as defined by the statewide agreement, to increase referrals and expand opportunities for consumers. The Bureau of Services for Blind Persons staff will make a minimum bi-annual contact with local community mental health agencies.

Goal 4 – The Bureau of Services for Blind Person's goal is to continue to work with its technology vendors to make sure that staff and consumers are familiar with new and emerging

technologies and their applications. The Bureau provides staff with opportunities to gain additional technology skills throughout the year in a variety of training venues; such as webinars and virtual classroom training. Staff also receives training on the latest adaptive and/or technology equipment. The Bureau of Services for Blind Persons will initiate communication with the Michigan Disability Rights Coalition in order to design an agreement which would allow the Bureau of Services for Blind Persons and the Michigan Disability Rights Coalition to officially facilitate referrals to the Assistive Technology Loan Fund.

Goal 5 - The Bureau of Services for Blind Persons acknowledges the on-going need for professional development. Staff are provided many opportunities to enhance their continuing education. The Bureau of Services for Blind Persons is committed to ensuring that staff have the additional knowledge and skills necessary to work with blind and visually impaired individuals.

Goal 6 - The Bureau of Services for Blind Persons goal is to increase competitive integrated employment for individuals with visual impairment and blindness. The Bureau of Services for Blind Persons, through its collaboration with Workforce Development Agency, other community partners and employers, has established a goal to meet and exceed by at least 1 rehabilitation over the previous year.

Goal 7 – The Bureau of Services for Blind Persons will collaborate with the Department of Education in order to identify students with disabilities who are eligible or potentially eligible for services, ages 14 to 26. The Bureau of Services for Blind Persons will expand our services to include pre-employment transition services, including job exploration counseling, work-based learning experiences, counseling on opportunities for enrollment in comprehensive transition or postsecondary educational programs at institutions of higher education, workplace readiness training to develop social skills in independent living and instruction in self advocacy.

Goal 8 - The vocational rehabilitation staff and the library staff collaborate to ensure that consumers are aware of the services and how to access the materials in their preferred format. This increased collaboration provides additional avenues for consumers who are pursuing vocational and secondary training.

The Bureau of Services for Blind Persons will continue to work with current standards and indicators knowing that the WIOA will drastically change performance standards for vocational rehabilitation.

### **Order of Selection**

*Describe:*

- *The order to be followed in selecting eligible individuals to be provided vocational rehabilitation services.*
- *The justification for the order.*
- *The service outcomes and goals.*
- *The time within which these goals may be achieved for individuals in each priority category within the order.*
- *How individuals with the most significant disabilities are selected for services before all other individuals with disabilities; and*

- *If the designated State unit has elected to serve individuals, regardless of any established order of selection, who require specific services or equipment to maintain employment.*

## **Michigan Rehabilitation Services**

### *Justification for order of selection*

Michigan Rehabilitation Services established an order of selection in August of 2012, in anticipation of projected funding and staffing reductions. Michigan Rehabilitation Services experienced a reduction in our work force, increased program costs as well as the loss of a major interagency cash transfer agreement. Michigan Rehabilitation Services has a significant reliance on local match through interagency cash transfer agreements, third party cooperative agreements and private contributions. The loss of the major cash transfer agreement along with the other budget and staffing impacts required Michigan Rehabilitation Services to prepare for closing categories and restricting services. This action was headed off with a one-time infusion of state funds by the designated state agency. The increased funding allowed Michigan Rehabilitation Services to match the funds federally and delay the closing of priority categories.

In Fiscal Year 2017, Michigan Rehabilitation Services anticipates increased funding and the ability to fill all staff vacancies. Michigan Rehabilitation Services must continue to seek interagency cash transfer agreements, third party arrangements and private contributions as appropriate to secure the full federal award. Michigan Rehabilitation Services will continue to utilize and monitor the Accessible Web-based Activity Reporting Environment Referral Module for any concerns about tracking individuals in the Referral Module ensuring they move to Application status within 30 days. Additionally Michigan Rehabilitation Services continues to monitor the other red flag indicators.

### *Description of Priority categories*

Individuals are assigned to the highest priority category for which they are eligible at the time eligibility is decided.

The Michigan Rehabilitation Services priority categories are as follows:

#### Category 1 -- Most Significantly Disabled:

- A) Individuals with a severe physical or mental impairment that seriously limits three or more of the seven functional capacities in terms of an employment outcome; and
- B) Whose vocational rehabilitation can be expected to require three or more vocational rehabilitation services over at least six months.

#### Category 2 -- Significantly Disabled):

- A) Individuals with a severe physical or mental impairment that seriously limits two of the seven functional capacities in terms of an employment outcome; and
- B) Whose vocational rehabilitation can be expected to require three or more vocational rehabilitation services over at least six-months.

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An eligible Social Security Disability Insurance or Supplemental Security Income recipient is automatically considered to be, at least, an individual with a significant disability. A Social Security Disability Income or Supplemental Security Income recipient could be considered most significantly disabled, if Michigan Rehabilitation Services receives medical documentation that indicates the individual is eligible for Category 1.

Category 3 -- Not Significantly Disabled:

- A) An individual with a physical or mental impairment that seriously limits one of the seven functional capacities in terms of an employment outcome; and
- B) Whose vocational rehabilitation does not require multiple services over six months.

The codes to be used for priority categories are as follows:

- 1. Most Significantly Disabled
- 2. Significantly Disabled
- 3. Not Significantly Disabled

Written notification will be provided to all individuals who are placed on the waiting list for vocational rehabilitation services. The notification will include information about available resources and services the individual may contact for assistance with locating employment, including information about the nearest Michigan Works! office established per the Workforce Investment Act of 1998.

*Priority of categories to receive vocational rehabilitation services under the order*

The Order of Selection was established to ensure that individuals with the most significant disabilities are selected first for the provision of vocational rehabilitation services. Those with significant disabilities are selected second and not significantly disabled is the third priority.

The determination to establish the Order of Selection is based on a reduction in projected funding for the fiscal year. The Order of Selection is statewide and does not select one disabling condition over another disabling condition.

The order is not based on age, sex, marital status, religion, race, color, national origin, political affiliation, or the vocational goal of the individual with a disability. Factors that relate to the significance of the disability are the only factors used in the order.

The following factors are indicators that would signal the need to consider closing priority categories:

- A reduction in available case service funds that exceeds 5 percent.
- An increase in counselor caseload average size that exceeds 115 cases.
- The inability of Michigan Rehabilitation Services to fill position vacancies that extends beyond 60 days.
- An increase in days that it takes customers to move from referral to orientation that exceeds 30 days.
- An increase in the number of days it takes customers to move from application to eligibility that exceeds 45 days.



- An increase in the number of days that it takes customers to move from eligibility to plan that exceeds 90 days.
- A significant increase in the average amount of eligible customers served by Michigan Rehabilitation Services exceeding 30,000 eligible customers.
- An increase in customer complaints that focus on the inability to access vocational rehabilitation services.

As of the writing of the 2017-2020 State Plan, Michigan Rehabilitation Services Order of Selection for Services policy has not been updated in regard to serving eligible individuals who require specific services or equipment to maintain employment. This Attachment will be amended as changes are made to the Michigan Rehabilitation Services policy on Order of Selection for Services.

*Service and outcome goals and the time within which the goals will be achieved*

<b>Priority Category</b>	<b>Number of Individuals to be served</b>	<b>Estimated number of individuals who will exit with employment after receiving services</b>	<b>Estimated number of individuals who will exit without employment after receiving services</b>	<b>Time within which goals are to be achieved Fiscal Year (FY)</b>	<b>Cost of services</b>
1 MSD	13,413	4,011	8,053	FY 2017	\$23,814,000
2 SD	6,000	2,295	3,083	FY 2017	\$7,9378,000
3 NSD	2,000	544	317	FY 2017	\$2,646,000
<b>Total</b>	<b>26,000</b>	<b>6,850</b>	<b>11,453</b>	<b>FY 2017</b>	<b>\$34,398,000</b>

\*MSD = Most Significantly Disabled

### **Bureau of Services for Blind Persons**

Not applicable.

### **Goals and Plans for Distribution of Title VI funds**

*Specify the state's goals and priorities for funds received under Section 603 of the Rehabilitation Act for the provision of supported employment services.*

*Describe the activities to be conducted with funds reserved pursuant to Section 603(d), for youth with the most significant disabilities including:*

- *The provision of extended services for a period not to exceed 4 years' and*
- *How the state will leverage other public and private funds to increase resources for extended services and expanded supported employment opportunities for youth with the most significant disabilities.*

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## **Michigan Rehabilitation Services**

Michigan Rehabilitation Services will continue to offer supported employment services to individuals with the most significant disabilities throughout the state. Agreements with schools and community mental health service providers form the basis of most Michigan Rehabilitation Services supported employment services.

The entire Title VI-B award for Fiscal Year 2015 has been distributed to district offices in the form of case service funds. The funds will be used primarily to purchase job coaching and transitional employment related services from private, non-profit community rehabilitation programs and psychosocial programs.

The size of Title VI-B awards to individual Michigan Rehabilitation Services district offices is based on the percentage of work aged individuals with disabilities in each community. The Michigan Rehabilitation Services goal is to achieve equity in resource and program availability throughout the State based on this work aged disability population. This is complicated by the lack of sufficient partner resources or commitment for long term supports. Michigan Rehabilitation Services is collaborating with partners, especially the Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration in resource sharing and development, and program improvements to assure equitable access across the state to Supported Employment options. The size of a local supported employment program is largely dependent upon consumer demand for the service, as well as the community's ability to fund the long-term supports necessary to maintain consumers in supported employment. As budgets are reduced at state and local levels, creative resource sharing options are being explored.

The agreement with Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration includes measurable goals and objectives for increased supported employment services and outcomes as follows:

### **Goal**

1. Support and promote competitive and integrated employment of people with disabilities jointly served by both organizations by developing an Annual Implementation Plan that specifies activities, deliverables and long-term issues to be addressed.

### **Objectives**

1. Improve competitive integrated employment outcomes for joint customers.
2. Increase effectiveness of interagency cash transfer agreements.
3. Support and promote local teams to identify referrals for services.
4. Support and promote local teams to identify referrals to Behavioral Health and Developmental Disabilities Administration services.
5. Improve interagency collaboration at the state and local level by increasing understanding of the mission and scope of the parties to this agreement, strengthening local agreements, and maximizing resources.
6. Provide guidance regarding data sharing and program evaluation at the local level.
7. Promote and disseminate innovative and emerging practices.
8. Identify long-term issues to be addressed.

Michigan Rehabilitation Services will be adjusting the service delivery system to allocate 50 percent of the federal supported employment allotment on supported employment services for

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eligible youth with the most significant disabilities. Michigan Rehabilitation Services will also provide non-Federal expenditures in an amount that is not less than 10 percent of the total expenditures made with the reserved funds for the provision of supported employment services to youth with the most significant disabilities, including extended services.

Policy will be changed to allow for the provision of extended services to youth with the most significant disabilities up to 4 years as well as increasing extended services from 18 to 24 months as stated in the WIOA. Customized Employment will be added to policy as a vocational rehabilitation service option.

The state unit goals and priorities regarding the distribution of Title VI Part B funds are:

- Equity in the distribution of the funds;
- Technical assistance to districts about the appropriate use of the funds; and
- Monitoring to ensure that the funds are being correctly utilized.

### **Bureau of Services for Blind Persons**

The Bureau of Services for Blind Persons serves the more severely disabled individuals who are blind and visually impaired, as well as individuals who are deaf/blind through the Supported Employment program. The agency continues to develop working relationships with its community partners and intermediate school districts to obtain appropriate referrals for vocational exploration and rehabilitation services to promote integrated competitive employment opportunities for individuals appropriate for supported employment. The Bureau of Services for Blind Persons and the Department of Health and Human Services will be pursuing an agreement that will expand opportunities to increase involvement with local community mental health to increase referrals by 5 percent resulting in more employment outcomes. This agreement should contain provisions for natural supports and long term follow along services, incorporating the WIOA legislation. During the three year period (2017-2020) that this state plan covers, the Bureau of Services for Blind Persons will monitor how many individuals can be served by utilizing the supported employment grant, taking into consideration the WIOA requirements to expend 50 percent of the total grant on transition youth. The Bureau is also exploring possible Customized Employment and work based learning opportunities. The Bureau of Services for Blind Persons will partner with Community Rehabilitation Organizations to generate referrals for individuals who can benefit from competitive integrated employment in their communities.

The Bureau of Services for Blind Persons will be adjusting the service delivery system to allocate 50 percent of the federal supported employment allotment on supported employment services for eligible youth with the most significant disabilities. The Bureau of Services for Blind Persons will also provide non-Federal expenditures in an amount that is not less than 10 percent of the total expenditures made with the reserved funds for the provision of supported employment services to youth with the most significant disabilities, including extended services.

Policy will be changed to allow for the provision of extended services to youth with the most significant disabilities up to 4 years as well as increasing extended services from 18 to 24 months as stated in the WIOA. Customized Employment has been added to policy as a vocational rehabilitation service option.

## State Strategies

*Describe the required strategies and how the agency will use these strategies to achieve its goals and barriers to accessing the vocational rehabilitation and the Supported Employment programs. (See sections 101(a)(15)(D) and 18(B) of the Rehabilitation Act and section 427 of the General Education Provisions Act (GEPA):*

- *The methods to be used to expand and improve services to individuals with disabilities.*
- *How a broad range of assistive technology services and devices will be provided to individuals with disabilities at each at each stage of the rehabilitation process and on a statewide basis.*
- *The outreach procedures that will be used to identify and serve individuals with disabilities who are minorities, including those with the most significant disabilities, as well as those who have been unserved or underserved by the vocational rehabilitation program.*
- *The methods to be used to improve and expand vocational rehabilitation services for students with disabilities, including the coordination of services designed to facilitate the transition of such students from school to postsecondary life (including the receipt of vocational rehabilitation services, postsecondary education, employment, and pre-employment transition services).*
- *If applicable, plans for establishing, developing, or improving community rehabilitation programs within the State.*
- *Strategies to improve the performance of the State with respect to performance accountability measures under Section 116 of the WIOA.*
- *Strategies for assisting other components of the statewide workforce development system in assisting individuals with disabilities.*
- *How the agency's strategies will be used to:*
  1. *Achieve goals and priorities by the State, consistent with the comprehensive needs assessment;*
  2. *Support innovation and expansion activities; and*
  3. *Overcome identified barriers relating to equitable access to and participation of individuals with disabilities in the State vocational rehabilitation Services Program and the State Supported Employment Services Program.*

### **Michigan Rehabilitation Services**

#### **Methods to be used to expand and improve services to individuals with disabilities**

Many of the Strategies identified below are duplicated in more than one goal, as they represent values shared across all four goals.

#### **GOAL 1 – Strong Fortified Partnerships.**

Strategy 1: Michigan Rehabilitation Services is continuing to expand services/programs in partnerships with Community Rehabilitation Organizations and Centers for Independent Living which will provide a more comprehensive and supportive service system to mutual customers.

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Measure: Expansion of service with our partners which will result in more individuals with disabilities placed into employment with customized supports from the partnerships to obtain and maintain successful employment.

Strategy 2: Michigan Rehabilitation Services is continuing to take a leadership role through collaboration and implementation of partnership agreements at the federal, state and local levels to promote the highest level of self-sufficiency of individuals with disabilities across the state.

Measure: Achievement of goals related to Better Off Working implementation plan.

Strategy 3: Michigan Rehabilitation Services will continue to focus on the development of strategic alliances to promote and expand the vocational rehabilitation services delivery system throughout Michigan as appropriate.

Measure: Implement two of three program areas sponsored by the strategic planning council. The fourth program is being facilitated and lead by State of Michigan's Health and Human Services and we are participating as one of the 18 members of the council.

Strategy 4: Through meaningful dialogue with partners, describe detailed core values, principles and priorities in order to craft a productive working alliance. Continue to utilize resources efficiently, maximizing service delivery to Michigan Rehabilitation Services customers. Continue to work closely with all essential partners such as the Centers for Independent Living and Community Rehabilitation Organizations.

Measure: Strength of working alliances between Michigan Rehabilitation Services and partners as it relates to service delivery and customer outcomes

Strategy 5: Michigan Rehabilitation Services, Business Service Initiative is being integrated at many levels both internal to the State of Michigan and externally with Michigan businesses across the state. Using the Governor's Business-to-Business Summit as a foundation, major Michigan businesses were initially brought together in order to strive to understand and address the current workforce demands, hiring practices and advancement strategies of business for persons with disabilities. Out of the summits that were held over a three to four year period, Michigan Rehabilitation Services in partnership with the Governor's office has jointly created a blueprint for government and business to work together to develop business solutions, identify best practices, and outline steps that can be put in place to increase employment and retention of individuals with disabilities. Additionally, Lt. Governor Brian Calley and Justice Bernstein are continuing to travel across the state on the "Hidden Talent Tour" to talk with businesses about the "hidden workforce." Michigan Rehabilitation Services is continuing to play a predominant role in reaching out to businesses across the state to provide business solutions.

Michigan Rehabilitation Services in conjunction with the Governor's Executive Directive will continue to play a primary role in advancing the hiring of individuals with disabilities within the state as well. All State of Michigan employees will participate in training to increase cultural competencies in working with individuals with disabilities. Additionally, Michigan Rehabilitation Services will work with each department within the state through a needs assessment process to identify job opportunities, needed training, and supports to meet the work force demands within the state. As part of this initiative, Michigan Rehabilitation Services will



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work with each department to implement a coordinated hiring process within the state consistent with civil services rules and practices.

Measure: Increase/track employment outcomes, services to businesses and meeting the needs of external business customers across the state, as well as SOM departments.

Strategy 6: Michigan Rehabilitation Services has entered into an interagency cash transfer agreement with Detroit Wayne Mental Health Authority (DWMHA). The pilot program proposes to transition 30 persons enrolled with Community Living Center (CLS) who perform some level of sheltered work into competitive integrated work. The resulting interagency cash transfer agreement funds shall be used to purchase, provide, or coordinate allowable vocational rehabilitation services to persons with Intellectual/Developmental Disabilities (I/DD) seeking competitive integrated employment. Examples of likely vocational rehabilitation services may include, but are not limited to the following:

- Assessment for determining vocational rehabilitation needs
- Benefits planning
- Customized employment
- Job-related services, including job search and placement assistance
- Supported employment services
- Transportation necessary to achieve an employment outcome
- Vocational and other training services, including job coaching
- vocational rehabilitation counseling and guidance

An Individualized Plan for Employment will define the nature and scope of vocational rehabilitation services.

Measure: All participants will reduce time spent in sheltered work at an overall average of 80 percent. One hundred percent of the employment occurring outside the workshop will occur in integrated work settings. Participants are directly hired by a business and earn the prevailing wage for a given job. Participants generally work the same schedule and hours as co-workers in similar positions. All participants will increase time spent “on the job” in the community.

Strategy 7: LEAN – Michigan Rehabilitation Services has been selected to work on a team sponsored by the Michigan Department of Health and Human Services, Licensing and Regulatory Affairs, and Office of Services to the Aging to create a process for improved coordination across State agencies to streamline access to information and services related to long-term care in Michigan. The project focus is on the initial entry point from those who need long-term care. The team is working to create a process that encourages a coordinated system where individuals only have to share “their story” once and are then connected to a broader system of services.

Measure: Improved customer experience, process for coordinating across different agencies, recommendations for streamlined eligibility, continued data sharing efforts that will aid expectations.



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Strategy 8: Governor Snyder has provided seed money to the Department of Health and Human Services to fund a Michigan Career and Technical Institute Community Expansion program. This project builds on a successful community expansion program that the Michigan Career and Technical Institute piloted in partnership with Michigan Works!, Association, Department of Health and Human Services, and Michigan Rehabilitation Services. The program utilized Michigan Career and Technical Institute's expertise in working with individuals with disabilities, to launch a community-based Certified Nursing Assistant training program targeting Temporary Assistance for Needy Families recipients in Benton Harbor. The tuition is being paid by the Department of Health and Human Services. Most of the customers were determined eligible for services. The Benton Harbor site has since trained 2 additional cohorts. Program has also been replicated in Detroit (2<sup>nd</sup> cohort).

Measure: The Michigan Career and Technical Institute will provide community-based Certified Nursing Assistant training in selected "prosperity regions" to 250 Department of Health and Human Services/Michigan Rehabilitation Services Customers in Fiscal Year 2015-2016. Of the 250:

- 225 will graduate from the program
- 180 will obtain Certified Nursing Assistant licensing
- 144 will maintain employment for 90 days.

Strategy 9: Michigan Rehabilitation Services desires to align their efforts to support individuals with disabilities toward an Employment First approach. Employment First will facilitate the full inclusion of people with the most significant disabilities in the workplace and community. Michigan Rehabilitation Services is participating in an Office of Disability Employment Policy grant with: Department of Community Health, Department of Education, Community Rehabilitation Organizations, Michigan Protection and Advocacy Service, and Bureau of Services for Blind Persons. The purpose of the grant is full inclusion of individuals with disabilities through provider education and transformation. Michigan Rehabilitation Services is also participating in Community Living Service (CLS) to facilitate increased competitive integrated employment options for people with the most significant disabilities.

Measure: (a) All participants will reduce time spent in sheltered work at an overall average of 80 percent (b) One hundred percent of the employment occurring outside of the workshop will occur in integrated work settings (c) All participants will increase time spent "on the job" in the community.

Strategy 10: Pathways to Potential – The Pathways to Potential program places the Department of Health Human Services caseworkers in schools to help families overcome barriers to academic success for students with a mental illness, substance use disorder or developmental disability. The Department of Health and Human Services funds will be utilized as match to draw down federal funds to provide services to transition aged students in the high schools as well as to family members with disabilities interested in employment. Services may include, but are not limited to: diagnostic services, vocational assessment, on-the-job evaluation, work experience, work adjustment training, post-secondary vocational training, on-the-job training, internships, assistive technology, job placement support, and job coaching.

Measure: (1) Provide individualized vocational rehabilitation services to transition aged students and/or family members with disabilities. (2) Successful vocational rehabilitation outcomes.

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Strategy 11: Pathways to Potential/DNR – Michigan Rehabilitation Services has 27 work-based learning sites where students with disabilities work for pay in the summer to gain work experience in collaboration with the Department of Natural Resources.

Measure: (1) Provide individualized vocational rehabilitation services to transition aged students and/or family members with disabilities. (2) Successful vocational rehabilitation outcomes.

Strategy 12: Project SEARCH -- Michigan Rehabilitation Services has been selected by the Governor's Commission on Mental Health and Wellness to lead expansion activities related to Project SEARCH sites throughout Michigan. This will be done in collaboration with Michigan Rehabilitation Services, the Bureau of Services for Blind Persons, Department of Education, Department of Community Health, Community Rehabilitation Organizations, Centers for Independent Living and host businesses. Currently Michigan Rehabilitation Services has 11 Project SEARCH work-based learning sites. Goal is to teach people various work habits, behaviors and skills.

Measure: Increased opportunities for youth in employment post-graduation. Increase number of Project SEARCH sites in Michigan. Expand services in existing Project SEARCH sites.

Strategy 13: Michigan Rehabilitation Services has an existing Interagency Agreement with the U.S. Department of Veteran Affairs. Michigan Rehabilitation Services has been collaborating with Michigan Veterans Affairs Agency and other statewide veteran support agencies. The Michigan Veterans Affairs Agency implemented Veteran Community Action Teams, which is a community specific collaboration with local support. Veteran Community Action Teams is comprised of multiple organizations to assist veterans from a holistic perspective: quality of life, education, healthcare and employment. Through this relationship with Veteran Community Action Teams, Michigan Rehabilitation Services provides vocational rehabilitation services to veterans with disabilities.

Measure: Increased collaboration and participation with veterans' agencies and veterans' services toward better use of comparable benefits and customer outcomes.

Strategy 14: Michigan Rehabilitation Services has developed a WIOA Strategic Team to implement Regulatory changes and resulting policy and procedure. Additionally Michigan Rehabilitation Services is included as a Core Workforce Development Program and is working closely with the other Core Programs: Adult, Youth and Dislocated Worker; Adult Education; and Wagner-Peyser.

Measure: Updated memorandum of understanding and continued integration of Core programs.

## **GOAL 2 – Motivated Enthusiastic Staff.**

Strategy 1: Set consistent expectations for staff performance in various aspects of work.

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Measure: Staff meets performance goals in production, fiscal stewardship, participating in constructive culture, understanding of the application of policy, motivational interviewing, and placement as described in annual performance reviews with overall proficiency in providing quality customer service to individuals with disabilities, internal and external partners, and employers.

Strategy 2: Regularly evaluate alliances for return on investment – make adjustments when and if appropriate.

Measure: Time spent on internal and external partnerships that are appropriate to the mission of Michigan Rehabilitation Services.

Strategy 3: Train staff in negotiations, motivational interviewing, and mutual gains. Continued implementation and support for business services training with continued support for job placement training. Support use of those skills, through mentoring, and skill building using cross-functional district and division groups. Training in and use of MI is now included in staff performance reviews.

Measure: All staff trained in MI and have acquired proficiency in use of MI.

Strategy 4: Staff Mentoring. Michigan Rehabilitation Services has completed mentor training and is implementing mentoring in 2015.

Measure: Michigan Rehabilitation Services will implement mentoring.

### **GOAL 3 – Excellent Customer Service.**

Strategy 1: Improve customer satisfaction by analyzing the data from customer satisfaction surveys and target areas for intervention. Local district office strategies using Motivational Interviewing and other individualized local strategies have been identified and implemented.

Measure: Michigan Rehabilitation Services will evaluate percentage of customers indicating overall success as well as number of customer appeals and hearings.

Strategy 2: Increase the Adjusted Rehabilitation Rate

Measure: Evaluation will be consistent with the WIOA Regulations.

Strategy 3: Increase the percentage of employment outcomes for priority customer groups, including minority populations, Transition Youth/Young Adults, Autism Spectrum Disorder, Veterans, Social Security Administration Recipients, Developmental and Intellectual Disabilities, Deaf and Hard of Hearing.

Measure: More individuals from these target groups are successfully employed.

New Strategy 4: Michigan Rehabilitation Services Business Service initiative has dedicated a state-wide business services unit of 11 consultants and 14 lead district business resource specialists (staff) to provide business solutions to Michigan businesses statewide. All Michigan Rehabilitation Services vocational rehabilitation counselors and managers will

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continue to provide and expand business solutions to Michigan businesses. Michigan Rehabilitation Services is coordinating business outreach in partnership with community rehabilitation organizations, Michigan Works! and community mental health agencies by way of the established Governor's prosperity regions.

Measure: Michigan Rehabilitation Services will continue to expand business solutions to Michigan businesses and promote the dual-customer concept. Michigan Rehabilitation Services will implement a proprietary customer relationship management software system tracking agency services provided to support businesses who are intentional with recruitment, hiring, and retaining individuals with disabilities.

#### **GOAL 4 – High Producing Vocational Rehabilitation, Nationally. -- Outcomes**

Strategy 1: Actively seek resources to capture full federal award and state and local matching funds.

Measure: Full federal award is allotted.

Strategy 2: Continue to effectively manage and actively seek resources.

Measure: Resources managed to optimize budget and staff.

Strategy 3: Develop/improve an accountability process to improve bureau compliance with federal and state laws, regulations and policy.

Measure: Conduct case reviews and evaluate the degree to which new Accessible Web-based Activity Reporting Environment case review report demonstrates improved compliance.

Strategy 4: Develop/ improve systemic practices and process which promote quality services and outcomes.

Measure: Improve Bureau performance management through consistent casework review and evaluation of systemic components staff proficiencies.

#### **PRIORITIES AND UPDATES:**

Michigan Rehabilitation Services focused on the following additional priorities necessitated by emerging circumstances.

**Priority 1:** Actively seek resources to capture full federal award and state and local matching funds.

Measure: Full federal award is allotted because of receipt of state funding and matching funds from local agreements.

**Priority 2: Continue to effectively manage budget and staffing.**

Measure: Resources managed to optimize budget and staff.

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**Priority 3:** Promote and maintain a culture of quality innovative programs that stimulate continuous program improvements.

Measure: At least 2 major quality projects will be undertaken utilizing appropriate methodology and evaluation tools resulting in improved efficiency and/or effectiveness as defined by the goals of the projects.

**Priority 4:** Michigan Rehabilitation Services will continue to demonstrate program effectiveness and substantial compliance in the provision of its State Plan; Standards/Performance Indicators; and the Strategic Plan.

Measure: Meeting performance accountability measures, once published, as identified in the WIOA.

**Priority 5:** Michigan Rehabilitation Services will continue to work in alignment with state of Michigan on the concept of Employment First.

Measure: More individuals working in competitive integrated employment.

**Priority 6:** Implementation of the WIOA. (a) Transition (b) Supported Employment (c) Business Services (d) collaboration with the Workforce Development Agency in service to customers.

Measure: Incremental changes in policies and practices. Michigan Rehabilitation Services is tracking the amount of joint programming that is occurring.

**Identification of how a broad range of assistive technology services and assistive technology devices will be provided to individuals with disabilities at each stage of the rehabilitation process and on a statewide basis.**

Technical Assistance and Continuing Education provided Michigan Rehabilitation Services with a TECH POINTS course developed by Pathfinder Associates. Michigan Rehabilitation Services has reviewed the course, which looks at assistive technology over the course of the vocational rehabilitation process.

Michigan Rehabilitation Services' Assistive Technology Consultant is developing an assistive technology consideration framework to be adopted as a standardized approach for use throughout the vocational rehabilitation process. This undertaking is in partnership with Michigan Integrated Technology Supports and Michigan Disability Rights Coalition, Michigan's Assistive Technology Act's program. Key framework components for Michigan Rehabilitation Services will include:

- Consideration Model: Adopt a valid model for assistive technology consideration.
- Electronic Consideration Tool: Develop and implement an electronic assistive technology consideration tool for use by vocational rehabilitation counselors and aligned with aforementioned model. Expected completion date is Fiscal Year 2016.

- Training: Deliver training to promote and teach the Assistive Technology Consideration Framework to Michigan Rehabilitation Services staff. Training is expected to begin Fiscal Year 2016.

Michigan Rehabilitation Services' Assistive Technology Consultant sits on the Assistive Technology Advisory Council for Michigan's Assistive Technology Act's program.

Michigan Rehabilitation Services' Business Network Unit provides technical guidance, training and evaluations to Michigan Rehabilitation Services customers, field staff and employers on assistive technology and accommodations. The Business Network Unit continues to explore how technology can be used most effectively to enhance employee skills. Business Network Unit staff models technology options for all customers and stakeholders (i.e., Dragon Naturally Speaking, Tablets, etc.).

**Identification of outreach procedures used to identify and serve individuals with disabilities who are minorities, including those with the most significant disabilities; as well as those who have been unserved or underserved by the vocational rehabilitation program**

Following are results from the 2014 Comprehensive Statewide Needs Assessment regarding underserved populations and Michigan Rehabilitation Services strategies to address them:

- Michigan Residents with Mental Illness
- Meetings with the Department of Community Health to develop a statewide memorandum of understanding
  - Interagency cash transfer agreements with community mental health resulting in Supported Employment and other specialized models to achieve employment
  - Implementation of Motivational Interviewing
- Autism Spectrum Disorders
  - Specialized training for Michigan Rehabilitation Services Counselors and Managers
  - Participation on the Michigan Autism Council - Adult Services Work Group resulting in findings and recommendations
- Transition Youth
  - State memorandum of understanding with Michigan Department of Education, and Michigan Rehabilitation Services and local interagency cash transfer agreements
  - Work-based learning programs during the school year and in the summer
  - Adjudicated youth specific program and funding
  - Pathways 2 Potential expansion and implementation
  - Project SEARCH training and supports and dedicated funding to expand
  - Strong partnerships and collaboration at the state level resulting in joint trainings, improved systems of support and more seamless processes for students and families
  - Partnership with Michigan State University Project Excellence to identify and implement best practices

Description of methods used to improve and expand vocational rehabilitation services for students with disabilities, including the coordination of services designed to facilitate the transition of such students from school to postsecondary life (including the receipt of vocational rehabilitation services, postsecondary education, employment, and pre-employment transition services)



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Michigan Rehabilitation Services values the achievement of competitive integrated employment so that people with disabilities can be independent. Postsecondary education and job training beyond secondary education is critical to the achievement of independence for many people with disabilities. Through the provision of pre-employment transition services which allows for a continuum of developmental experiences, Michigan Rehabilitation Services will be able to help students (and their guardians) be better informed and prepared to choose their career direction and select the best training environment and supports to ensure success.

Michigan Rehabilitation Services has identified strong, fortified partnership meetings as a priority. Plans have been implemented to strengthen and fortify local partnerships. Meetings have taken place to strengthen local partnerships with Centers for Independent Living and community rehabilitation organizations.

**Description of strategies to improve the performance of the state with respect to the evaluation standards and performance indicators**

Michigan Rehabilitation Services will continue to work with current standards and indicators knowing that the WIOA will drastically change performance standards for vocational rehabilitation.

**Description of strategies to improve the performance of the state with respect to the performance accountability measures under section 116 of the WIOA**

As of the writing of this 2017-2020 State Plan, performance accountability measures are still being developed and implemented. This section will be amended after strategies have been determined.

**Description of strategies for assisting other components of the statewide workforce development system in assisting individuals with disabilities**

Michigan Rehabilitation Services is meeting with the Department of Health and Human Services and with the Workforce Development Agency to improve services to Temporary Assistance for Needy Families recipients with disabilities in the Partnership, Accountability, Training, and Hope (PATH) program. Michigan Rehabilitation Services continues its partnership with the state's One-Stop system, the Workforce Development Agency and the One-Stop partners on strategic planning for the WIOA and participated in the submission of two grants to improve services to individuals with disabilities in the One-Stop system.

**Description of how the agency's strategies will be used to achieve goals and priorities, consistent with the comprehensive needs assessment**

Michigan Rehabilitation Services strategies were designed to utilize the goals: strong, fortified partnerships; motivated, enthusiastic staff; excellent customer service; high producing vocational rehabilitation, nationally leading to enhanced opportunities for individuals toward competitive integrated employment.

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## **Description of how the agency's strategies will be used to support innovation and expansion activities**

Michigan Rehabilitation Services will reserve and use a portion of the funds allotted to the state under Section 110 of the Rehabilitation Act for the support of the funding of the State Rehabilitation Council, Michigan Council for Rehabilitation Services, through a contractual arrangement between Michigan Rehabilitation Services and a statewide trade association for community rehabilitation programs, the Michigan Association of Rehabilitation Organizations, which serves as the fiduciary to the Council and employer of record, consistent with the resource plan developed by the designated state unit and the Council. The Michigan Council for Rehabilitation Services and the Michigan Association of Rehabilitation Organizations have an Operations Agreement for this arrangement.

Michigan Rehabilitation Services will reserve and use a portion of the funds allotted to the state under Section 110 of the Rehabilitation Act for the support of the funding of the Statewide Independent Living Council through a contractual arrangement between Michigan Rehabilitation Services and the Michigan Statewide Independent Living Council, a 501(c)(3) corporation which serves as the fiduciary to the Council, consistent with the resource plan developed by the designated state unit and the Council. The Statewide Independent Living Council and Michigan Statewide Independent Living Council have an Operations Agreement for this arrangement.

Michigan Rehabilitation Services will reserve and use a portion of the funds for program evaluation through Michigan State University Project Excellence.

## **Description of how the agency's strategies will be used to overcome identified barriers relating to equitable access to and participation of individuals with disabilities in the state Vocational Rehabilitation Services Program and the state Supported Employment Services Program.**

Michigan Rehabilitation Services will work with Michigan Council for Rehabilitation Services to review the Bureau's Interagency Cash Transfer Agreements and their outcomes to determine the impact of overall program integrity and equitable participation and funding. In conjunction with Michigan State Universities' Project Excellence, Michigan Rehabilitation Services will review access, participation and outcomes of individuals across: disabilities, geography, minority/ethnicity, gender, age and other characteristics to evaluate and improve program services.

## **Bureau of Services for Blind Persons**

The utilization of community partners, employers and consumers assists the Bureau of Services for Blind Persons with achieving its primary goals and priorities. The Bureau of Services for Blind Persons develops workgroups for the purpose of addressing consumer services provision issues as they arise. The Bureau of Services for Blind Persons has strategic teams that assist in the planning process to achieve the agency's goals and priorities. These teams make recommendations for evaluation and assessment of the agency's services, timeliness of services, identifying unserved and underserved populations, and providing the agency with information regarding new and innovative technology equipment and programs. These teams are made up of agency staff and community partners, with future consideration of consumer involvement.

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The Bureau of Services for Blind Persons provides assistive technology services and devices to its consumers through the provisions of Individualized Plans for Employment. The Individualized Plan for Employment specifies the types of services, technology training and devices that will be necessary to assist the individual in achieving their desired vocational goal throughout the rehabilitation process.

The Bureau of Services for Blind Persons Training Center has a comprehensive technology training program that is equipped with the most progressive technology training and equipment for persons who are blind & visually impaired. The program staff researches evolving best practices in computer instruction, identifies access technology that will assist consumers in achieving competitive integrated employment outcomes and provides comprehensive instruction to training center students.

With the support of its technology vendors, the Bureau of Services for Blind Persons educates its staff and consumers on new technologies and their applications. The agency has developed a process to assess new assistive technology vendors through members of the Technology Committee, as well as update experienced vendors expertise. As a result, a number of assistive technology vendors have been identified as approved providers of adaptive technology services to consumers who are blind and visually impaired. A list of approved vendors will be added to the Bureau of Services for Blind Person's website.

The Bureau of Services for Blind Persons collaborates with community agencies and organizations to ensure that their programs and services are accessible to blind and visually impaired consumers.

The Bureau of Services for Blind Persons makes available technology training to staff and consumers on the latest technology and adaptive equipment that assist individuals in the workforce and with daily living skills. The Bureau of Services for Blind Persons participates biannually in a technology fair known as VISIONS, which is sponsored in part by the Bureau of Services for Blind Persons and the Library for the Blind and Physically Handicapped in Ann Arbor. At the technology fair more than 50 vendors display equipment to enhance knowledge, independence, education, employment, and daily living skills. This event is open to consumers and the Bureau of Services for Blind Persons encourages their attendance. The Bureau of Services for Blind Persons encourages staff to participate in technology events so they can assist their consumers with technology in all aspects of their lives. The Bureau of Services for Blind Persons will collaborate with school districts, transition teams and Low Incidence Outreach to determine appropriate assistive technology services that address the needs of transition students and youth.

The Bureau of Services for Blind Person's priority is to expand outreach activities to unserved and underserved populations. The Bureau of Services for Blind Person's goal is to increase integrated competitive employment outcomes for Latino/Hispanic Americans, African Americans, Native Americans and Hmong populations. The Bureau of Services for Blind Persons will pursue training activities for staff that will enhance their ability to address the employment and independent living needs of these individuals. The Bureau of Services for Blind Persons staff participates in various events to provide information regarding services. The staff is involved with the Service Employment Redevelopment Metro agency which is the local Michigan Works! one stop provider. This is an example of a collaboration that enhances employment outcomes.

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The Bureau of Services for Blind Persons has established a working relationship with Native Americans at the Hannahville Reservation and at the Sioux Reservation. As a result of the collaboration with the health center and reservations, the agency receives referrals throughout the year for rehabilitation assistance. The Bureau of Services for Blind Persons has an agreement with the Hannahville Indian Community Vocational Rehabilitation Program, (121 Project Visions). The agreement outlines procedures and practices utilized by both entities to increase service delivery to consumers within the program. Through staff involvement in tribal activities, the Bureau of Services for Blind Persons increases its opportunity to receive referrals for vocational rehabilitation services.

The Bureau of Services for Blind Persons continues to work with urban school districts to improve outcomes for the African American population. The Rehabilitation Counselor programs continue to explore avenues to increase relationships with the African American population that will result in more employment outcomes. The Bureau of Services for Blind Persons continues to explore innovative counseling approaches to work more effectively with the urban population to identify practices that will enable counselors to utilize techniques to achieve successful outcomes. The Bureau of Services for Blind Persons is working with urban school districts to implement educational programs that will focus on at risk students to assist them in obtaining a high school diploma or general education degree.

The Bureau of Services for Blind Persons has established contact with individuals in the Hmong population to inform them of the services that the Bureau of Services for Blind Persons provides to assist blind and visually impaired individuals in achieving their vocational goals. Through collaboration with the Hmong population, the Bureau of Services for Blind Persons will continue to participate in informational sessions that will allow for exchange of ideas and cultural awareness.

The Bureau of Services for Blind Persons is collaborating with community rehabilitation organizations such as local community mental health agencies to expand opportunities for competitive integrated employment and work based learning. The emphasis on serving youth and students in transition increases the need to collaborate with community rehabilitation organizations to provide pre-employment transition services which will increase competitive integrated employment outcomes.

The Bureau is working with local transportation boards, authorities and advisory councils to identify ways to improve transportation services for persons with disabilities that will enable them to participate in employment and leisure time activities. The Bureau of Services for Blind Persons encourages both staff and consumer participation with their geographical location.

The Bureau of Services for Blind Persons, along with its community partners, continues to collaborate on ways to improve delivery of services to its constituents to enhance the opportunities to acquire appropriate work skills for the purpose of obtaining competitive employment.

The Bureau of Services for Blind Persons will continue to work with current standards and indicators knowing that the WIOA will drastically change performance standards for vocational rehabilitation. Once the final regulations are published, the Bureau of Services for Blind Persons will review, evaluate and implement the performance expectations accordingly.

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The Bureau of Services for Blind Persons will work with statewide workforce development agencies by evaluating and educating consumers on labor market information and regional employment trends. Additionally, the Bureau of Services for Blind Persons will partner with the Workforce Development Agency and local employers to generate work based learning experiences for youth and students in transition.

The Bureau of Services for Blind Persons staff and consumers can utilize resources such as Pure Michigan Talent along with local Michigan Works! job readiness programs to assist consumers in identifying job leads that can yield competitive integrated employment outcomes.

Strategy for Goal 1 - The Bureau of Services for Blind Persons will monitor the number of African American applicants who apply for services and compare to the number that complete eligibility. The Bureau will work with local educational systems and community rehabilitation organizations to make available educational opportunities for individuals who meet the requirements for appropriate training. System data will be reviewed quarterly to determine the success of the goal and effectiveness of the strategy.

Strategy for Goal 2 – The Bureau of Services for Blind Person’s priority is to expand outreach activities to unserved and underserved populations. The Bureau of Services for Blind Person’s goal is to increase integrated competitive employment outcomes for Latino/Hispanic Americans, African Americans, Native Americans and Hmong populations. The Bureau of Services for Blind Persons will pursue training activities for staff that will enhance their ability to address the employment and independent living needs of these individuals. The Bureau of Services for Blind Persons staff participates in various events to provide information regarding services. The staff is involved with the Service Employment Redevelopment Metro agency which is the local Michigan Works! One Stop provider. This is an example of a collaboration that enhances employment outcomes.

The Bureau of Services for Blind Persons has established a working relationship with Native Americans at the Hannahville Reservation and at the Sioux Reservation. As a result of the collaboration with the health center and reservations, the agency receives referrals throughout the year for rehabilitation assistance. The Bureau of Services for Blind Persons has an agreement with the Hannahville Indian Community Vocational Rehabilitation Program, (121 Project Visions). The agreement outlines procedures and practices utilized by both entities to increase service delivery to consumers within the program. Through staff involvement in tribal activities, the Bureau of Services for Blind Persons increases its opportunity to receive referrals for vocational rehabilitation services. The Bureau of Services for Blind Persons staff will continue to meet with the American Indian Health and Family Services (AIHFS) of Southeast Michigan, Inc. leaders in the individual tribes to provide information regarding The Bureau of Services for Blind Person’s programs.

The Bureau of Services for Blind Persons continues to work with urban school districts to improve outcomes for the African American population. The Rehabilitation Counselor programs continue to explore avenues to increase relationships with the African American population that will result in more employment outcomes. The Bureau of Services for Blind Persons continues to explore innovative counseling approaches to work more effectively with the urban population to identify practices that will enable counselors to utilize techniques to achieve successful outcomes. The Bureau of Services for Blind Persons is working with urban school districts to



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implement educational programs that will focus on at risk students to assist them in obtaining a high school diploma or general education degree.

The Bureau of Services for Blind Persons has established contact with individuals in the Hmong population to inform them of the services that the Bureau of Services for Blind Persons provides to assist blind and visually impaired individuals in achieving their vocational goals. Through collaboration with the Hmong population, the Bureau of Services for Blind Persons will continue to participate in informational sessions that will allow for exchange of ideas and cultural awareness.

The Bureau will continue collaborative efforts with the community rehabilitation organizations, eye care providers including the annual Michigan Optometric Association conference, community mental health providers, employers etc.

Strategy for Goal 3 – The Bureau of Services for Blind Persons provides exposure, information and training for community partners at the Bureau of Services for Blind Persons Training Center. This training is designed to allow them to be more effective in providing their services for persons who are blind or visually impaired in their local areas.

The Bureau of Services for Blind Persons values our community relationships and actively participates in numerous boards, partnership meetings and advisory councils. The Bureau of Services for Blind Persons will continue our presence with Michigan Transition Services Association, American Association of Retired Persons, and Office of Disability Employment Programs to name a few.

The Bureau of Services for Blind Persons is collaborating with its community partners to assist in the agency's expansion of vocational training, resources and employment outcomes. The Bureau of Services for Blind Persons is pursuing an agreement with the Department of Health and Human Services which will assist in providing these service opportunities to individuals with developmental disabilities and mental illness. The agreement would allow the Bureau of Services for Blind Persons to continue to work with the community mental health agencies to identify appropriate individuals for vocational training and job placement services.

The Bureau has established agreements with the Centers for Independent Living to provide services for persons who are blind and visually impaired in achieving employment and self-sufficiency. The Bureau of Services for Blind Persons will continue to participate with local Centers for Independent Living as well as the Statewide Independent Living Council to ensure that the Bureau of Services for Blind Persons consumers are able to benefit from services provided in their area.

The agency encourages staff and consumers to participate on the local advisory council of transportation providers within their geographical location. The Bureau of Services for Blind Person's strategy is to continue to share information and resources that will assist consumers in maintaining a productive way of life.

Strategy for Goal 4 - The Bureau of Services for Blind Persons participates in a technology fair which is sponsored in part by the Bureau of Services for Blind Persons and the Library for the Blind and Physically Handicapped in Ann Arbor, (Visions) and is held every other year. At the technology fair more than 50 vendors display equipment for blind and visually impaired



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individuals to enhance their knowledge, independence, education, and daily living and employment skills. The Bureau of Services for Blind Persons participates in the program by providing information regarding services as it relates to employment and independence. This event is open to consumers and the Bureau of Services for Blind Persons encourages their attendance. The staff is encouraged to participate in this technology event in order that they may be able to assist their consumers with technology in all aspects of their lives. The Braille and Talking Book Library provides a technology event (Libraries Without Walls) biannually that is open to the general public where participants can become familiar with an array of assistive technology that can be used in individuals' daily lives. The Braille and Talking Book Library also provides a monthly forum that is available online and in person for the purpose of educating individuals on relevant topics related to technology.

The Bureau of Services for Blind Persons Training Center's technology lab includes a wide range of assistive technology for persons who are blind and visually impaired in Michigan. The training center continues to provide instruction in the use of access technology to its consumers. The program staff researches evolving best practices in computer instruction, identifies access technology that will assist consumers in achieving successful employment outcomes and provides comprehensive instruction to training center students. The training center, in collaboration with field staff, will continue to provide technology training for community rehabilitation partners, staff and vendors. This training will provide an opportunity to further educate participants in the area of assistive technology.

The Bureau of Services for Blind Persons provides assistive technology services and devices to its consumers through the provisions of the Individualized Plans for Employment. The Individualized Plan for Employment specifies the types of services, technology training and devices that will be necessary to assist the individual in achieving their desired vocational goals throughout the rehabilitation process.

Strategy for Goal 5 - The Bureau of Services for Blind Persons participates in annual professional training conferences: Michigan Association for the Education and Rehabilitation of the Blind and Visually Impaired, Association of Education for Rehabilitation, the Rehabilitation Conference (re:con) and the Michigan Transition Services Association; as well as a variety of professional training - Hadley School for the Blind, National Rehabilitation Leadership Institute, Mississippi State University Blindness Certificate Program, American Foundation for the Blind Leadership Conference, Mid-American Conference of Rehabilitation Teachers, Canadian Association of Supported Employment training and National Secondary Transition Technical Assistance Center. The Bureau of Services for Blind Persons will identify additional training opportunities to address current trends in the field of rehabilitation and ways to improve service delivery to persons who are blind and visually impaired. The agency requires staff to register for professional training programs. The training coordinator collects data on participants and through the analysis of the data, recommendations are made to the agency's rehabilitation services director for approved training.

Each of these conferences emphasizes the importance of rehabilitation professionals to gain knowledge in their prospective fields. The Bureau of Services for Blind Persons supports staff participation in these conferences. Further, the two consumer groups, the Michigan Council for the Blind and Visually Impaired (MCBVI) and the Michigan Chapter of the National Federation of the Blind, provides a statewide conference annually that enables Bureau of Services for Blind

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Persons staff to hear current issues that are pertinent to persons that are blind and visually impaired.

Strategy for Goal 6 - The Bureau of Services for Blind Persons collaborates with the employment community by serving as a resource for providing qualified talent for job openings as well as retention of existing employees who may develop a visual impairment. The Bureau of Services for Blind Persons consults with employers on matters regarding job accommodations, Americans with Disabilities Act and technology issues related to blindness.

The Bureau of Services for Blind Persons will encourage consumers to register with Michigan Works! and to utilize the full range of services available.

The Bureau of Services for Blind Persons staff works with Michigan Works!, National Employment Team, employers, and employment fairs to increase the percentage of employment outcomes in order for consumers to market their skills. These activities underscore the efforts of the Bureau to provide services to individuals as well as those that receive services through the Supported Employment program. The Bureau of Services for Blind Person's priority is to seek out new opportunities within the community each year and to establish meaningful partnerships with its community partners in order to expand employment outcomes for blind and visually impaired individuals. The Bureau of Services for Blind Persons consumers continue to receive training that provides them with skills to obtain competitive employment with benefits.

The Bureau of Services for Blind Persons will continue to actively participate in the Governor's Summit on the Employment of People with Disabilities, as well as the prosperity regions local employment initiatives. These initiatives are designed to increase hiring practices with participating employers to hire people with disabilities. The Bureau of Services for Blind Persons will also work with the Americans with Disabilities Act Coordinator for the State of Michigan to streamline the process for hiring Bureau of Services for Blind Persons consumers for state government employment.

The Bureau of Services for Blind Person's priority is to develop cooperative working relations with the Office of Service to the Aging and the Area Agencies on Aging to improve and expand services to seniors and other vocational consumers who are visually impaired. The development of this partnership will expand vocational training opportunities statewide for individuals who are legally blind and ready to enter the world of work. The Bureau of Services for Blind Persons will continue to collaborate with Offices of Services to the Aging and Area Agencies on Aging to improve referrals and to increase training and employment opportunities.

The Bureau of Services for Blind Persons will continue to focus on minorities; specifically, Hispanic/Latinos, African Americans and Native Americans to increase employment outcomes. The Bureau of Services for Blind Persons continues to collaborate with minority businesses that are located in the community in order to develop relationships that lead to employment opportunities. The objective is to improve the effectiveness of service delivery to minorities. The Bureau of Services for Blind Persons continues to develop brochures in alternative formats for outreach purposes to unserved and underserved populations.

The Bureau of Services for Blind Person's managers continue to work closely with staff to design a rehabilitation process that consists of a comprehensive assessment of rehabilitation needs. Utilizing vocational and interest assessments, the consumer is able to gain an

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understanding of the correlation between current labor market trends and their chosen vocational objective. This will provide the necessary information needed to create the Individualized Plan for Employment. The Individualized Plan for Employment will continue to be jointly developed between the consumer and the Bureau of Services for Blind Persons counselor, outlining services to be provided.

As outlined for the use of Title I funds, the Bureau of Services for Blind Persons provides documents in accessible formats and languages which includes brochures, as well as captions and description on videos and DVD's. The Bureau of Services for Blind Persons distributes materials for outreach activities to a variety of agencies and organizations to inform them of the types of services that the Bureau of Services for Blind Persons provides to persons with disabilities and specifically to those who are blind and visually impaired. The Bureau of Services for Blind Persons collaborates with community partners, as well as rehabilitation agencies, colleges and universities and other training facilities to provide information on assistive technology services. The Bureau of Services for Blind Persons provides employers with technology assessments for prospective employees and works with employers to determine the appropriate technology that may be necessary for specific job duties.

The Bureau utilizes Title I funds to develop and expand business services to establish relationships with employers. Through marketing activities, the Bureau is assisting employers in finding qualified talent to meet their employment needs. The Bureau receives job leads from the National Employment Team to increase opportunities for blind and visually impaired individuals to obtain employment from national companies. The vocational rehabilitation counselors are an intricate part of the Bureau of Services for Blind Person's rehabilitation process. Vocational rehabilitation counselors also provide employers with an array of services to assist companies in maintaining and retaining qualified employees. The Bureau's staff is working collaboratively with small business owners to assess and assist with employment needs in order that job-ready consumers will be considered for positions within their businesses.

The Bureau of Services for Blind Persons partners with a variety of community organizations to provide work based learning and vocational training, including community-based assessments. Through collaboration with the Department of Health and Human Services, an agreement will be developed to mitigate gaps in services to persons with mental impairments and developmental disabilities. This agreement emphasizes the need to increase services for supported employment consumers. The Bureau of Services for Blind Person's objective is to work with the local community mental health to increase referrals and employment outcomes.

The Bureau collaborates with statewide workforce investment system (Michigan Works!) to increase program development that will provide assessments, vocational training and job placement services. The Bureau of Services for Blind Persons is aware of the importance of partnering with Michigan Works! in order to increase employment opportunities for the population that it serves. The development of these working relationships with Michigan Works! will enable the agency's consumers to utilize their services and their employment search.

The purpose of the Bureau of Services for Blind Persons Training Center is to provide eligible individuals with the tools necessary to enable them to achieve successful employment outcomes. In addition to its comprehensive course of instruction in the skills of blindness, the Training Center has developed a powerful curriculum entitled Career Planning which is completed by every vocational rehabilitation consumer who attends the Center.

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Strategy for Goal 7 - The transition initiative is a top priority of the Bureau of Services for Blind Persons. The Bureau of Services for Blind Persons will be a partner in transition by participating in state and local initiatives. The Bureau of Services for Blind Persons counselors and teachers will be present and participate in transition activities such as the Michigan Transition Services Association conference and the 2020 Federal Youth Transition Plan. It is also necessary to partner with the Department of Education to generate timely referrals of potentially eligible students within local districts who can benefit from vocational rehabilitation and/or Youth Low Vision services.

The Bureau of Services for Blind Persons will work to establish a memorandum of understanding that will clearly define the role of vocational rehabilitation and education in the delivery of fully inclusive services. District wide programs and services that are available to students who are not disabled should also be available to students with disabilities.

The Bureau of Services for Blind Persons, through its collaborative efforts with intermediate school districts in various locations of the state, continues to develop transition agreements which include summer transition programs. These agreements, in addition to other local partnerships, will focus on providing pre-employment transition services activities for transition students as well as potentially eligible students.

One of the mechanisms that the Bureau of Services for Blind Persons utilizes in the transition process is the Youth Low Vision program which provides evaluations and head-borne devices. The Youth Low Vision Program allows staff to identify eligible youth with visual impairments at age 14 to determine eligibility and develop the Individualized Plan for Employment.

Another initiative that the Bureau of Services for Blind Persons is utilizing is transition collaboration with Low Incidence Outreach within the Department of Education. The basis for this partnership began with the annual American Printing House data to identify mutual students who are blind and visually impaired. This collaboration is providing an opportunity to promote working relations between the Bureau, Low Incidence Outreach, and the intermediate school districts to increase awareness of transition activities and improve referrals.

Yearly, the agency provides several transition programs for students throughout the state. The Bureau continues to explore ways to meet the needs of all transition students who are blind and visually impaired. Increased participation in Project Search is one way the Bureau of Services for Blind Persons can increase work opportunities for supported employment students. The Bureau will continue to work with the Department of Education, Office of Special Education to improve data sharing regarding the number of ungraded students throughout the state. The Bureau of Services for Blind Persons transition age youth are actively participating in the Detroit Employment Solutions' year round youth program. This program is designed to carry forward the lessons learned by transition aged youth from their paid work experiences during the summer in employment settings.

Strategy for Goal 8 - The vocational rehabilitation staff and the Braille and Talking Book library staff collaborate to ensure that consumers are aware of services and how to access the materials in their preferred format. The library will continue to provide audio books and Braille materials. Also, they will assist in recording materials appropriate for the Business Enterprise Program; such as, ServSafe. This increased collaboration will provide additional avenues for consumers who are pursuing vocational and secondary training. The library's technology staff provides



technical assistance and training in the use of the computer and assistive technology devices for consumers with the latest adaptive technology. These services are provided to individuals who are blind and visually impaired; therefore, Title I funds are used to provide service to this group. The Bureau of Services for Blind Person's staff benefits from the working relationship with the library because of its knowledge and experience in regard to the various types of technology that enables The Bureau of Services for Blind Person's staff to receive information and training to assist visually impaired and blind individuals. Each year, the library provides approximately eighteen different trainings on a variety of the latest technology equipment that is available for staff, intermediate school districts and eligible blind and visually impaired individuals.

Innovation and Expansion Activities:

Michigan Council of Rehabilitation Services contribution amount is \$58,245.00.

### **Evaluation and Reports of Progress: Vocational Rehabilitation and Supported Employment Goals**

*Describe:*

- *An evaluation of the extent to which the vocational rehabilitation program goals described in the approved vocational rehabilitation services portion of the Unified State Plan for the most recently completed program year were achieved. The evaluation must:*
  1. *Identify the Strategies that contributed to the achievement of goals.*
  2. *Describe the factors that impeded the achievement of the goals and priorities.*
- *An evaluation of the extent to which the Supported Employment program goals described in the Supported Employment Supplement for the most recent program year were achieved. The evaluation must:*
  1. *Identify the strategies that contributed to the achievement of the goals.*
  2. *Describe the factors that impeded the achievement of the goals and priorities.*
- *The vocational rehabilitation program's performance on the performance accountability indicators under section 116 of the WIOA.*
- *How the funds reserved for innovation and expansion (I&E) activities were utilized.*

### **Michigan Rehabilitation Services**

**Clearly identify all vocational rehabilitation program goals consistent with the goals described in the Fiscal Year 2014 Attachment 4.11(c)(1), including an evaluation of the extent to which the vocational rehabilitation program goals were achieved**

The following goals and strategies are included in the 2014-2016 Michigan Rehabilitation Services Long-Term Plan (Strategic Plan). This plan describes Michigan Rehabilitation Services' mission, vision, internal values, principles, goals, strategies, and expected outcomes for fiscal year 2016. Regular discussion of progress and adjustments were completed by Michigan Rehabilitation Services with the Michigan Council for Rehabilitation Services.

This section describes the progress achieved and impediments encountered in achieving these goals.

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## **GOAL 1 – Strong Fortified Partnerships.**

Strategy 1: Continue to actively seek and strengthen resources to capture full federal award, including: 1) educate and inform the legislature 2) efforts to increase match and private contributions consistent with Rehabilitation Services Administration criteria and guidance.

Strategy 2: Effectively manage resources at State and Local levels.

Measures:

Michigan Rehabilitation Services will –

- Meet or exceed bureau goals for Match acquisition
- Provide quarterly reports to Michigan legislature to meet legislative requests and to demonstrate fiscal accountability
- Implement approved cost reduction strategies

Progress:

- Worked toward bureau goals for Match acquisition, but did not achieve our goal.
- Provided quarterly reports to Michigan legislature to meet legislative requests and to demonstrate fiscal accountability.
- Examined a variety of cost cutting strategies and progressed in the implementation of mobile workers and hearing aid purchase with a cooperative.

Examples of additional cost cutting strategies that were previously examined:

- Financial Needs Test
- Fee schedules

Cost cutting strategies implemented:

- Combined Michigan Rehabilitation Services district offices
- Co-located Michigan Rehabilitation Services offices within Department of Health and Human Services offices

## **GOAL 2 – Motivated Enthusiastic Staff.**

Strategy 1: Set consistent expectations for staff performance in alliance: statistical, budget, customer service.

Strategy 2: Regularly evaluate alliances for return on investment – make adjustments when and if appropriate.

Strategy 3: Train staff in negotiations, motivational interviewing, and mutual gains. Continued implementation and support for job placement training through the Employment Outcomes Program method. Support use of those skills, through mentoring, and skill building using cross-functional district and division groups.



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Strategy 4: Have dialogues with partners that describe in detail the core values, principles and priorities of both partners in the working alliance. Create a mutual understanding of where both entities intersect. Discuss mutual gains and how to braid resources to maximize service delivery to Michigan Rehabilitation Services customers. Continue to strengthen partners such as Centers for Independent Living and Michigan Associations for Rehab Organizations.

Measures:

Michigan Rehabilitation Services will regularly evaluate –

- Alliances for return on investment (performance statistics, demographic information, budget, and satisfaction surveys) for both performance indicators 2.1 and 2.2
- Number of staff successfully completing training such as Motivational Interviewing, EEO, and mutual gains (successfully completed = demonstration of knowledge and application)
- Strength of working alliances between Michigan Rehabilitation Services and partners as it relates to service delivery and customer outcomes

Progress:

- Fiscal Year 2014 MI training continued to be expanded to gain greater proficiencies. Approximately 50 people are currently participating in expanded MI training. MI training has shown to contribute to an increased Adjusted Rehabilitation.
- Michigan Rehabilitation Services continues to strengthen and fortify strategic alliances and partnerships with Centers for Independent Living; the Michigan Association of Rehabilitation Organizations; Michigan Department of Education (Michigan Department of Education); Adult Education; Bureau of Services for Blind Persons; Adult, Youth and Dislocated Worker Services; Wagner-Peyser; the Workforce Development Agency; and Michigan Works! One-Stop Service Centers to name a few.

### **GOAL 3 – Excellent Customer Service.**

Strategy 1: Improve customer satisfaction by analyzing the data from customer satisfaction surveys and target areas for intervention. Local district office strategies using Motivational Interviewing and other individualized local strategies have been identified and implemented.

Strategy 2: Increase the Adjusted Rehabilitation Rate

Strategy 3: Increase the percentage of employment outcomes for priority customer groups, including minority populations, Social Security Administration Recipients, Transition Youth/Young Adults, Autism Spectrum Disorder, Veterans, Developmental Disability, Intellectual Disabilities, Deaf and Hard of Hearing.

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Measures:

Michigan Rehabilitation Services will evaluate the –

- Percentage of customers indicating overall success
- Number of customer appeals and hearings
- Adjusted Rehabilitation Rate of 55.8 percent

Progress:

	<u>Fiscal Year 2012</u>	<u>Fiscal Year 2013</u>	<u>Fiscal Year 2014</u>
Successful Rehabs	7,134	6,681	6,618

In Fiscal Year 2013, 74 customer appeals were requested and 5 customer hearings were completed. Consequently, Michigan Rehabilitation Services implemented more effective measures for educating and communicating to customers their options for resolving concerns or disputes before it rises to the level of an appeal. As a result, there has been a significant decline in customer appeals. Michigan Rehabilitation Services received 29 customer appeals in Fiscal Year 2014 and 5 hearings were completed from these appeals.

<u>Adjusted Rehabilitation Rate:</u>	<u>Fiscal Year 2012</u>	<u>Fiscal Year 2013</u>	<u>Fiscal Year 2014</u>
Social Security Administration Recipients	32.5%	33.8%	39.2%
Transitional Youth	37.7%	39.9%	43.9%
Veterans	59.7%	56.9%	64.8%
Autism	41.5%	45.5%	55.3%
Mental Illness	40.3%	41.4%	42.4%
Deaf and Hard of Hearing	85.6%	85.5%	86.5%
Developmental Disability	43.5%	44.9%	48.6%
Minority	45.6%	45.5%	49.9%

#### **GOAL 4 – High Producing Vocational Rehabilitation, Nationally.**

Strategy 1: Develop/improve an accountability process to improve bureau compliance with federal and state laws, regulations and policy.

Strategy 2: Develop/ improve practices and process which promote quality services and outcomes.

Measures:

Michigan Rehabilitation Services will –

- Conduct case reviews and evaluate the degree to which Accessible Web-based Activity Reporting Environment reports demonstrate improved compliance
- Improve Bureau performance management through consistent casework review and evaluation of staff proficiencies.

Progress:

- Michigan Rehabilitation Services responded to the legislature regarding various audits and reviews. Individual district offices developed an operational plan to include a process improvement goal and evaluation measures for Fiscal Year 2014.
- Implemented revisions to policies and procedures in response to corrective action audit findings.
- In Fiscal Year 2014, the case review tool was reorganized as a result of feedback and review from initial reviews completed in Fiscal Year 2013. Analysis of the initial reviews was impeded due to programming issues and format of the review. The ability to analyze the reviews completed has been further developed/refined.
- In Fiscal Year 2014, conducted quarterly targeted reviews in the six casework areas associated with 2012 audit findings.

### **PRIORITIES AND UPDATES:**

Michigan Rehabilitation Services focused on the following additional priorities necessitated by emerging circumstances.

**Priority 1:** Continue to actively seek resources to capture full federal award, including: (1) educate and inform the designated state agency and the Michigan legislature (2) efforts to increase match and private contributions consistent with Rehabilitation Services Administration criteria and guidance.

**Priority 2:** Effectively manage resources at State and Local levels.

Measure: Cost reduction strategies are approved and implemented.

Examined a variety of cost cutting strategies and implemented the ones that seemed to be most viable without compromising quality vocational rehabilitation services.

Examples of cost cutting strategies examined:

- Bulk Hearing Aid Purchase
- Financial Needs Test
- Fee schedules
- Mobile workers

Cost cutting strategies implemented:

- Closed Michigan Career and Technical Institute East which was in Detroit (Fiscal Year 2012)
- Combined Michigan Rehabilitation Services district offices
- Co-located Michigan Rehabilitation Services offices within Department of Health and Human Services offices
- Discontinued the practice of setting aside General funds for specific purposes such as: Innovation, Small Business, High Cost Cases and Independent Living services. Funds were returned to the overall General budget to serve all customers. The Internship grant, which provided a stipend for rehabilitation counseling interns who interned within Michigan Rehabilitation Services offices, was also discontinued.

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**Priority 3:** Promote and maintain a culture of quality innovation that stimulates continuous program improvements.

Measure: At least 2 major quality projects will be undertaken using the new Michigan Rehabilitation Services quality methodology and quality tools resulting in improved efficiency and/or effectiveness as defined by the Aim of the projects.

At least 2 major innovation projects/pilot tests launched with evaluation design and related resources.

Michigan Rehabilitation Services resources and processes will align with these priorities.

**Identification of all supported employment program goals consistent with the goals described in Attachment 4.11(c)(4), including an evaluation of the extent to which the supported employment program goals were achieved.**

Support and promote competitive and integrated employment of people with disabilities jointly served by both organizations by developing an Annual Implementation Plan that specifies activities, deliverables and long-term issues to be addressed.

#### Objectives

- Improve competitive integrated employment outcomes for joint customers
- Increase effectiveness of interagency cash transfer agreements
- Support and promote local teams to identify referrals for Michigan Rehabilitation Services
- Improve interagency collaboration at the state and local level by increasing understanding of the mission and scope of the parties to this agreement, strengthening local agreements, and maximizing resources
- Provide guidance regarding data sharing and program evaluation at the local level
- Promote and disseminate innovative and emerging practices
- Identify long-term issues to be addressed

**Assessment of the performance of the vocational rehabilitation program on the standards and indicators for Fiscal Year 2014. (The vocational rehabilitation program's performance on the performance accountability indicators under section 116 of WIOA.)**

The Federal Performance Measures were substantially achieved. Michigan Rehabilitation Services met or exceeded all but one of the seven federally mandated performance measures for Fiscal Year 2014. Michigan Rehabilitation Services attained the following performance measures:

Performance Measures	Goal for Fiscal Year 2014	Michigan Rehabilitation Services Attainment in Fiscal Year 2014
Number of Employment Outcomes	6,681	6,618
Percent Employed	55.8	56.00
Employed Competitively	72.6	94.67
Significant Disability	62.4	83.24
Earnings Ratio	.52	.54
Self-Support	53.0	68.624%
Minority Ratio	.80	.871%

These performance measures include individuals who received supported employment services.

### **Report on how the funds reserved for innovation and expansion (I&E) activities were utilized in Fiscal Year 2014**

Fiscal Year 2014 Innovation and Expansion (I&E) Expenditures consistent with our Comprehensive Statewide Needs Assessment and Long Term plan were:

Michigan Transition Services Association	57,694.57
State Independent Living Council	256,886.65
Postsecondary Education Rehab Transition Program	69,489.00
Motivational Interviewing (The Institute for Individual and Organizational Change Casey Jackson & A. Anderson	75,765.42
Michigan Disability Rights Coalition	273,438.00
Department of Natural Resources (DNR)	195,555.56
Total I&E Expenditures	\$928,829.20

### **Bureau of Services for Blind Persons**

#### **Vocational Rehabilitation (vocational rehabilitation) and Supported Employment (SE) Goals**

Evaluation of Goal 1 - Monitoring Minority Males Exiting the vocational rehabilitation program

The Bureau of Services for Blind Persons has reviewed the recommendations of the Comprehensive Statewide Needs Assessment as it relates to the employment outcomes of minority males exiting the vocational rehabilitation program with employment outcomes. Out of the total number of minority males receiving services, 6 percent were successful in obtaining competitive employment during Fiscal Year 2014. The Bureau continues to expand opportunities for minority males to become more involved in the vocational program with potential for increased outcomes.

Evaluation of Goal 2 - Minority Outreach

As mentioned in section 4.11 (d) (2) the Bureau of Services for Blind Person's strategic plan emphasizes the need to increase rehabilitation services to Latino/Hispanics, African Americans, Native Americans and Arabic/Chaldean Americans and the Hmong population. The staff

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received specialized training to work effectively with and expand opportunities for the above mentioned minority groups. The Bureau of Services for Blind Persons participates in Latino/Hispanic events; such as, the Festival Mexicana, and continues to provide information regarding the Bureau of Services for Blind Persons services to assist individuals in transition activities, vocational training, job placement and independent living. The Bureau of Services for Blind Persons provides publications in alternative formats and languages. The Bureau of Services for Blind Persons staff has and continues to collaborate with urban programs that serve the Native American population. This has enabled the Bureau of Services for Blind Persons to work with individual tribes to promote independence, education, job training, and employment outcomes. The Hannahville Indian community, located in the Upper Peninsula, and the Bureau of Services for Blind Persons continue to support the memorandum of understanding providing vocational and independent living services to eligible individuals. The Bureau of Services for Blind Persons staff has established working relationships with the Native Americans tribal elders in several areas of the state. The Bureau of Services for Blind Persons has monitored the referrals received as a result of the collaboration with the reservations and other community resources. The Bureau continues to see an increase in referrals throughout the year for rehabilitation assistance. The staff continues to familiarize themselves with the culture and the various aspects of individual tribal needs. Through staff attendance in cultural events, the counseling staff is gradually building trust relationships that continues to produce positive results.

The Bureau of Services for Blind Person's work with urban school districts to continue to support the need for African American special education students to obtain a high school diploma or general educational degree has shown some improvements. The Bureau continues to collaborate with intermediate school districts to eliminate the rate of drop outs for persons with disabilities. As a result of the summer programs, dropout rates have begun to decrease related to the activities provided by the Bureau and the intermediate school districts.

The Bureau of Services for Blind Persons continues to provide the Arab American Council as well as health facilities with information regarding programs and services. A member of the Bureau of Services for Blind Person's Diversity Committee shares information with the Arab American Community about services. This collaboration has resulted in improved service delivery to the Arab American population.

#### Evaluation of Goal 3 - Collaboration with community partners

The Bureau through its collaborative efforts has developed meaningful relationships with its community partners, which have provided expanded opportunities for consumers to gain vocational training, job placement and employment outcomes.

It is a priority of the Bureau of Services for Blind Persons to work with Michigan Works! Service Centers to encourage each center to be accessible by making adaptive equipment available to consumers. The Bureau of Services for Blind Persons staff periodically visit these service centers to evaluate the accessible technology available to consumers. It seems that some areas of Michigan do a better job of maintaining the accessible equipment. The Bureau of Services for Blind Persons needs to make a stronger effort to have a consumer and staff presence in the service centers to encourage the use of services and equipment. Previously, the Bureau of Services for Blind Persons had agreements with the Michigan Works! Service Centers regarding accessibility and inclusion in the one stop system. The Bureau of Services for Blind Persons



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needs to revisit and potentially update these agreements. The Bureau of Services for Blind Persons continues to work with the One-Stop Centers to remove barriers that prevent blind and visually impaired consumers from accessing their programs and services. The Bureau of Services for Blind Persons continues to have an itinerant staff at several of the Michigan Works! offices, resulting in increased use of their services by blind and visually impaired individuals as they attempt to obtain gainful employment. Consumers have participated in orientation programs, summer work readiness programs and other trainings at some Michigan Works! locations. Staff have attended Michigan Works! conferences as both participants and presenters.

The Bureau of Services for Blind Persons was successful in assisting 181 consumers in obtaining competitive integrated employment in a variety of occupations. The Bureau of Services for Blind Persons will continue to partner with Michigan Works!, the National Business Network, and utilize the labor market information and local employers to increase employment outcomes. These and other activities underscore the importance of collaboration and partnering with employers and community agencies to provide timely services. The agency continues to focus on individuals who can benefit from supported employment services as the Bureau of Services for Blind Persons expands their working relationship with the Department of Health and Human Services.

#### Evaluation of Goal 4 – Technology

The Bureau of Services for Blind Persons continues to explore and provide current technology for staff and consumers. The Bureau of Services for Blind Person's web-based case management system (System 7) provides staff with valuable data that enables them to effectively manage their caseloads which allows them to provide timely services to its consumers. The Bureau of Services for Blind Persons has a Technology Committee that provides the agency with updated information regarding new equipment and devices that are being developed that may be of assistance to the staff in carrying out their responsibilities and assisting consumers in obtaining their goals. The Technology Committee provides additional services to the agency through the development of a process to evaluate and recommend qualified access technology vendors who provide training and instruction to consumers. Through this process, vendors are categorized as to their expertise in various areas. As a result, a number of access technology vendors have been identified as approved providers of technology services and added to the Bureau of Services for Blind Person's website.

#### Evaluation of Goal 5 - Professional Development

The Bureau of Services for Blind Person's priority is to provide staff with professional training to enable them to be aware of current trends and information regarding the rehabilitation process that will equip them to meet the demands of its consumers in an ever changing labor market. The Bureau of Services for Blind Persons continues to pursue additional learning opportunities for staff in the area of job development and job placement. All new staff, along with current staff, continue to be trained in the latest techniques in job development and job placement as well as assistive technology, reasonable accommodations and work site assessments necessary to assist consumers in obtaining and maintaining employment. Participants will receive a certificate upon successful completion demonstrating that they have mastered the concepts of job placement.

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The staff participated in various trainings throughout the year, for example, Job Placement, Ethics, Safety, Social Media, Visions Specialists in Vocational Rehabilitation Certificate, Employment Certificate, National Rehabilitation Leadership Institute training and other relevant professional development training.

The Rehabilitation Conference (re:con) is an annual event where staff can gain knowledge and information regarding numerous topics relating to the provision of rehabilitation services for persons with disabilities, such as, employment, diversity, cultural competencies, transition from school to work, employment information and strategies, and personality disorders. Through this training conference, the staff is able to obtain continuing education credits and expand their knowledge regarding service delivery to consumers. The Bureau of Services for Blind Persons emphasizes the importance of developing skills in the area of job placement and employer relationship building; however, the emphasis remains on providing current professional development that assists staff in being effective in improved service delivery to consumers and employers. The Bureau continues to focus on training that relates to its goals and objectives. The Bureau of Services for Blind Persons is aware that training is imperative for staff to be equipped with knowledge and skills to participate in an ever-changing society.

#### Evaluation of Goal 6 - Employment Outcomes

The Bureau of Services for Blind Persons, through its collaboration with community partners and employers, had established a goal to rehabilitate 163 consumers in 2014 with competitive outcomes. The agency met and exceeded its goal by rehabilitating 181 individuals in competitive integrated employment in 2015.

#### Evaluation of Goal 7 – Transition

The Bureau of Services for Blind Persons Transition program continues to work in conjunction with the Youth Low Vision program that provides expanded vocational opportunities as well as pre-employment skill development for youth. The Youth Low Vision program provides youth with low vision evaluations and head borne devices that are used in educational settings and daily living activities. The Bureau of Services for Blind Persons has agreements with major intermediate school districts to provide job shadowing opportunities, work experience and internship programs for high school youth to assist students in developing the needed skills for transitioning from school to work or secondary education. The Bureau of Services for Blind Persons continues to expand its transition objectives for high school students with intermediate school districts to develop agreements and working relationships to provide the transition activities within these districts.

The Bureau of Services for Blind Person's Business Enterprise Program Summer Work Opportunity Program for youth in high school and college opens opportunities for individuals to obtain valuable work experience in the food service industry and further introduces the small business entrepreneur concepts to individuals in transition programs. Each year, staff identifies transition youth who wish to participate in Summer Work Opportunity Program. Business Enterprise Program staff works diligently to place every student interested in this program.

The Bureau of Services for Blind Persons collaborated with Opportunities Unlimited for the Blind to provide work experience for some transition youth during the summer where they worked with camp participants on daily living skills.

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The following summer programs are offered through the Bureau of Services for Blind Persons:

Youth Employment Services is a year round program with summer concentration on employment activities working with students in Eaton & Ingham Intermediate School Districts. Each year the program is modified to meet the needs of the individuals participating.

The Summer Employment Experience provides students with the opportunity to explore career possibilities, develop resumes, discuss adult daily living skills, improve socialization skills, job shadow, gain valuable work experience, and work with mentors in the community who have disabilities.

The Detroit Summer Work Program participants will receive training in independent living skills, vocational prep, soft skills, technology, explore a variety of careers, and participate in job shadowing. In addition, they will have the opportunity to work in local agencies and organizations up to 20 hours a week. This program will expand in collaboration with the Michigan Works! to provide year round activities to transition youth.

The Macomb's Summer Work Program is a four-week program where youth will have three weeks of paid work experience in food service, packaging, and janitorial work. They will also have one week of recreational activities and training in independent living and personal adjustment.

The Oakland's Summer Work Program is a six-week summer vocational prep program that includes soft skills training, college exploration, and onsite work experience and social events designed to provide students with a broader understanding of themselves and what is expected of them in today's job market. During the summers of 2014 and 2015, we were not able to secure programs in this area.

Summer in the City students participate in a series of independent living and employment readiness activities and orientation and mobility travel skills. Students job shadow local employers and utilize public transit for travelling around an urban area. The Bureau of Services for Blind Persons has not only continued this program, but has expanded the service area to include students in additional Michigan counties.

The College Prep Program at Western Michigan University provides students who are blind or visually impaired have with an opportunity for a college experience prior to becoming full-time students. The program is designed to provide consumers with training and skills needed to become successful full-time college students. Students live in the dorms, take a WMU class and participate in a series of workshops designed to prepare them for college.

Camp Transition Zone provides youth from all over the state ages 14-21 with an opportunity to learn new vocational skills and various activities with the help of staff, Camp Daggett counselors, and community volunteers.

The Are You Ready program has been established as a stepping stone for transition aged student(s), to assist in further preparing for living independently and establishing career goals.

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Are You Ready is a one week summer program that provides transitional students with an opportunity to enhance their independent living and orientation and mobility skills, while residing at the Bureau of Services for Blind Persons training center and completing classes/activities on the campus of Western Michigan University and within the local community.

Are You Ready will provide students with training opportunities in the area of adapted living techniques that include cooking, kitchen management, self-care, clothing management, money management, and home maintenance. An emphasis will be placed on independence as related to travel skills, interpersonal relationships, post-secondary transition, organizational skills and career explorations. Students will also have an opportunity to learn more about themselves, in an effort to establish specific goals for their future.

#### Evaluation of Goal 8 - Library Services

The Braille and Talking Book Library is a part of the Bureau of Services for Blind Persons. This division provides information to persons who are blind and visually impaired throughout the state. The library provides accessible reading materials through a variety of media; such as cassettes and digital talking books and magazines; braille books and magazines; and other online materials. Most titles are now available in digital format to be downloaded by patrons from the Braille and Audio Reading Download (BARD) website independently and at any time, 24/7. The library also provides its patrons the opportunity to participate in a monthly book and computer club. Those who cannot attend in person have the opportunity to attend by phone or the library's on-line meeting room.

The Adaptive Technology Center of the library provides consumers with the opportunity to utilize computers with screen reading and magnification software to enhance ones access to the Internet. These services are particularly important to vocational consumers who are seeking information regarding careers, employment outlook, as well as assistance in obtaining periodicals on employment trends.

The Braille and Talking Book Library assists the Bureau in achieving its goals and objectives by providing consumers information in accessible formats that can be utilized in training programs, activities of daily living, as well as on the job training and employment settings. It also enables the Bureau of Services for Blind Person's staff to be knowledgeable of current technology and additional resources that will assist the Bureau of Services for Blind Persons in achieving its overarching goal of improved service delivery.

The library provides a biennial event called "Library Without Walls" to update their patrons and the community on a variety of technology advancements. The event is helpful to individuals within the community as well as the Bureau consumers and staff whereby they are able to see first-hand the technology at work as it relates to employment and daily living activities.

#### Evaluation of Goal 1 - Monitoring Minority Males Exiting the vocational rehabilitation Program

The Bureau of Services for Blind Persons has reviewed the recommendations of the Comprehensive Statewide Needs Assessment as it relates to the employment outcomes of minority males exiting the vocational rehabilitation program with employment outcomes. Out of the total number of minority males receiving services, an average of 19 percent were successful

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in obtaining competitive employment in the last three year. The Bureau continues to expand opportunities for minority males to become more involved in the vocational program with potential for increased outcomes.

#### Evaluation of Goal 2 - Minority Outreach

As mentioned in section 4.11 (d) (2) the Bureau of Services for Blind Person's strategic plan emphasizes the need to increase rehabilitation services to Latino/Hispanics, African Americans, Native Americans and Arabic/Chaldean Americans and the Hmong population. The staff received specialized training to work effectively with and expand opportunities for the above mentioned minority groups. The Bureau of Services for Blind Persons continues to participate in Latino/Hispanic events; such as, the Festival Mexicana, to provide information regarding services to assist individuals in transition activities, vocational training, job placement and independent living. The staff is involved with the LaSed Community Action Coalition where they share information regarding services. The Bureau of Services for Blind Persons provides brochures in Spanish and Arabic as well as in alternative formats. The Bureau of Services for Blind Persons staff continues to collaborate with the American Indian Health and Family Services (AIHFS) of Southeast Michigan, Inc. that has enabled them to work with individual tribes to promote independence, education, job training, and employment outcomes. The health center serves as a resource that distributes information to the Native American population. Through collaboration with the health center, the agency staff has been successful in providing rehabilitation services to seniors and job ready consumers in working with Native Americans in urban areas. The Native American Health Center in Sault Ste. Marie, located in the Upper Peninsula, is another community resource that the Bureau of Services for Blind Persons collaborates with to provide information regarding the various programs to assist person who are blind and visually impaired to achieve independence and employment. The Hannahville Indian community, in the Upper Peninsula, and the Bureau of Services for Blind Persons have developed a memorandum of understanding to provide vocational and independent living services to eligible individuals. The Bureau of Services for Blind Persons staff has established working relationships with the Native Americans tribal elders in several areas of the state. As a result of the collaboration with the reservations and other community resources, the Bureau continues to see an increase in referrals throughout the year for rehabilitation assistance. The staff continues to familiarize themselves with the culture and the various aspects of individual tribal needs. Through the staff attendance at Pow Wow's, cultural training, collaborations with the elders of the tribes and the local school districts, the counseling staff is gradually building trust relationships that continues to produce positive results.

Wayne State University and the Bureau of Services for Blind Persons have collaborated on methods to identify practices that will enable counselors to utilize techniques in assisting the African American population to achieve successful outcomes. Minimum progress was made. The Bureau of Services for Blind Person's work with urban school districts to continue to support the need for African American special education students to obtain a high school diploma or general educational degree has shown some improvements. The Bureau continues to collaborate with intermediate school districts to eliminate the rate of drop outs for persons with disabilities. As a result of the summer programs, dropout rates have begun to decrease related to the activities provided by the Bureau and the Intermediate school districts.

The Bureau of Services for Blind Persons continues to provide the Arab American Council as well as health facilities with information regarding programs and services. A member of the



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Bureau of Services for Blind Persons' Diversity Committee is active in the Arab Community. This individual continues to provide the Bureau of Services for Blind Persons with information regarding the Arab Americans culture. The collaboration has resulted in improved service delivery to the Arab American population.

#### Evaluation of Goal 3 - Collaboration with community partners

The Bureau through its collaborative efforts has developed meaningful relationships with its community partners, which have provided expanded opportunities for consumers to gain vocational training, job placement and employment outcomes.

The Bureau of Services for Blind Person's priority is to work with Michigan Works! offices. The agreements with Michigan Works! outlines accessibility and necessary adaptive equipment that will encourage consumers to utilize these service centers for employment assistance. As a participating agency, the Bureau of Services for Blind Persons has observed that the majority of Michigan Works! offices and One-Stop Centers are equipped with adaptive equipment that allows blind and visually impaired individuals to access their services in the same way their peers access job search services. The Bureau of Services for Blind Persons continues to work with the One-Stop Centers to remove barriers that prevent blind and visually impaired consumers from accessing their programs and services. The Bureau of Services for Blind Persons continues to have an itinerant staff at several of the Michigan Works! resulting in increased use of their services by blind and visually impaired individuals as they attempt to obtain gainful employment. Consumers have been able to take part in orientation programs and other trainings at some Michigan Works! offices.

The Bureau of Services for Blind Persons was successful in assisting 178 consumers in obtaining gainful employment in a variety of occupations. The Bureau of Services for Blind Persons will continue to partner with the Michigan Works!, the National Business Network, and utilize the labor market information and local employers to increase employment outcomes. The agency continues to focus on individuals who can benefit from supported employment services as the Bureau of Services for Blind Persons expands their working relationships with the Michigan Department of Community Health through the agreement that was developed to provide for increased services and employment outcomes. These and other activities underscore the importance of collaboration and partnering with employers and community agencies to provide timely services to individuals who are blind and visually impaired.

#### Evaluation of Goal 4 – Technology

The Bureau of Services for Blind Persons continues to explore and provide current technology for staff and consumers. The Bureau of Services for Blind Person's web-based case management system (System 7) provides staff with valuable data that enables them to effectively manage their caseloads which allows them to provide timely services to its consumers. The Bureau of Services for Blind Persons has a Technology Committee that provides the agency with updated information regarding new equipment and devices that are being developed that may be of assistance to the staff in carrying out their responsibilities and assisting consumers in obtaining their goals. The Technology Committee provides additional services to the agency through the development of a process to evaluate and recommend qualified access technology vendors who provide training and instruction to consumers. Through this process, vendors are categorized as to their expertise in various areas. As a result, a number of access technology



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vendors have been identified as approved providers of technology services and added to the Bureau of Services for Blind Persons website.

#### Evaluation of Goal 5 - Professional Development

The Bureau of Services for Blind Person's priority is to provide staff with professional training to enable them to be aware of current trends and information regarding the rehabilitation process that will equip them to meet the demands of its consumers in an ever changing labor market. The Bureau of Services for Blind Persons continues to pursue additional learning opportunities for staff in the area of job development and job placement. All new staff, along with current staff, continues to be trained in the latest techniques in job development and job placement as well as assistive technology, reasonable accommodations and work site assessments necessary to assist consumers in obtaining and maintaining employment. Participants will receive a certificate upon successful completion demonstrating that they have mastered the concepts of job placement.

The staff participated in various trainings throughout the year, for example, Job Placement, Ethics, Safety, Social Media, Visions Specialists in Vocational Rehabilitation Certificate, Employment Certificate, National Rehabilitation Leadership Institute, a variety of Technical Assistance and Continuing Education trainings and other relevant professional development trainings.

The Rehabilitation Conference (re:con) is an annual event where staff can gain knowledge and information regarding numerous topics relating to the provision of rehabilitation services to persons with disabilities, such as, employment, diversity, cultural competencies, transition from school to work, employment information and strategies, and personality disorders. Through this training conference, the staff is able to obtain continuing education credits and to expand their knowledge regarding service delivery to consumers. The Bureau of Services for Blind Persons emphasizes the importance of developing skills in the area of job placement and employer relationship building; however, the emphasis remains on providing current professional development that assist staff in being effective in improved service delivery to consumers and employers. The Bureau continues to focus on training that relates to its goals and objectives. The Bureau of Services for Blind Persons is aware that training is imperative for staff to be equipped with knowledge and skills to participate in an ever-changing society.

#### Evaluation of Goal 6 - Employment Outcomes

The Bureau of Services for Blind Persons, through its collaboration with community partners and employers, had established a goal to rehabilitate 162 consumers in 2013 with competitive outcomes. The agency met and exceeded its goal by rehabilitating 178 individuals in competitive employment.

#### Evaluation of Goal 7 – Transition

The Bureau of Services for Blind Persons Transition program continues to work in conjunction with the Youth Low Vision program that provides expanded vocational opportunities as well as pre-employment skill development for youth. The Youth Low Vision program provides youth with low vision evaluations and head borne devices that are used in educational settings and daily living activities. The Bureau of Services for Blind Persons has agreements with major

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intermediate school districts to provide job shadowing opportunities, work experience and internship programs for high school youth to assist students in developing the needed skills for transitioning from school to work or secondary education. The Bureau of Services for Blind Persons continues to expand its transition objectives for high school students with intermediate school district's to develop agreements and working relationships to provide the transition activities within these districts for individuals that are blind and visually impaired.

The Bureau of Services for Blind Person's Business Enterprise Program Summer Work Opportunity Program for youth in high school and college opens opportunities for individuals to obtain valuable work experience in the food service industry and further introduces the small business entrepreneur concepts to individuals in transition programs. Each year, staff identifies transition youth who wish to participate in the Summer Work Opportunity Program. Business Enterprise Program staff works diligently to place every student interested in this program.

The Bureau of Services for Blind Persons collaborated with Opportunities Unlimited for the Blind provided work experience for some transition youth during the summer where they worked with camp participants on daily living skills.

The following summer programs are offered through the Bureau of Services for Blind Persons:

Youth Employment Services is a year round program with summer concentration on employment activities working with students in Eaton & Ingham Intermediate School Districts. Each year the program is modified to meet the needs of the individuals participating.

The Summer Employment Experience provides students with the opportunity to explore career possibilities, develop resumes, discuss adult daily living skills, improve socialization skills, job shadow, gain valuable work experience, and work with mentors in the community who have disabilities.

The Detroit Summer Work Program participants will receive training in independent living skills, vocational prep, soft skills, technology, explore a variety of careers, and participate in job shadowing. In addition, they will have the opportunity to work in local agencies and organizations up to 20 hours a week. This program will expand in collaboration with the Michigan Works! to provide year round activities to transition youth.

The Macomb's Summer Work Program is a four-week program where youth will have three weeks of paid work experience in food service, packaging, and janitorial work. They will also have one week of recreational activities and training in independent living and personal adjustment.

The Oakland's Summer Work Program is a six-week summer vocational prep program that includes soft skills training, college exploration, and onsite work experience and social events designed to provide students with a broader understanding of themselves and what is expected of them in today's job market.

Summer in the City students participate in a series of independent living and employment readiness activities. Students job shadow local employers, and complete an "Amazing Race" around Grand Rapids using public transit.

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The College Prep Program at Western Michigan University provides students who are blind or visually impaired have with an opportunity for a college experience prior to becoming full-time students. The program is designed to provide consumers with training and skills needed to become successful full-time college students. Students live in the dorms, take a WMU class and participate in a series of workshops designed to prepare them for college.

Camp Transition Zone provides youth from all over the state ages 14-21 with an opportunity to learn new vocational skills and various activities with the help of the Bureau of Services for Blind Persons staff, Camp Daggett counselors, and community volunteers.

#### Evaluation of Goal 8 - Library Services

The Braille and Talking Book Library is a part of the Bureau of Services for Blind Persons. This division provides information to persons who are blind and visually impaired throughout the state. The library provides accessible reading materials through a variety of media; such as cassettes, digital, talking books, Braille, and books on line. The library continues to increase access to persons who are blind and visually impaired by 75 percent by providing opportunities for information through digital media. This media is expected to increase as taped materials continue to decrease. The library also provides its patrons the opportunity to participate in a monthly book and computer club.

The Adaptive Technology Center of the library provides consumers with the opportunity to utilize computers with screen reading and magnification software to enhance ones access to the Internet. These services are particularly important to vocational consumers who are seeking information regarding careers, employment outlook, as well as assistance in obtaining periodicals on employment trends.

The Braille and Talking Book Library assists the Bureau in achieving its goals and objectives by providing many of the consumer's information in accessible formats that can be utilized in training programs, activities of daily living, as well as on the job training and employment settings. It also enables the Bureau of Services for Blind Person's staff to be knowledgeable of current technology and additional resources that will assist the Bureau of Services for Blind Persons in achieving its overarching goal of improved service delivery.

The library provides an event biannually called "Library Without Walls" to update their patrons and the community on a variety of technology advancements. The event is helpful to individuals within the community as well as the Bureau consumers and staff where they are able to see first-hand, technology at work as it relates to employment and daily living activities.

Indicator 1.1: Number of Individuals with Employment Outcomes. The Bureau of Services for Blind Persons projection for the number of individuals with employment outcomes was achieved that was set by the agency and compared with the national average of blind agencies, the Bureau of Services for Blind Persons passed this indicator by 18 percent. The Bureau of Services for Blind Persons continues to focus on specific training from Technical Assistance and Continuing Education and other agencies to assist the staff with innovative approaches to increase employment outcomes. The agency is participating in the Employment Services Certificate training program for counselors and job placement staff to improve their awareness of job placement activities and is in the process of establishing through Technical Assistance and Continuing Education Motivational Interviewing training for staff to enable them to work with

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difficult consumers to assist in developing effective plans for employment. Michigan's unemployment rate is among the highest in the nation, which directly affects employment opportunities for all citizens including those with disabilities in obtaining gainful employment. The Bureau's strategic plan emphasizes the need to be aware of employment opportunities and employment trends as the agency collaborates with Michigan Works! so that consumers will receive training in emerging careers. The Bureau of Services for Blind Persons continues to collaborate with the Bureau of Labor Market Information to provide employment trends locally and statewide enabling the agency to provide training appropriate to the current labor market demands. Staff will work with a variety of employers to increase on-the-job training opportunities for job-ready consumers. The Bureau of Services for Blind Persons has initiated job clubs in major cities throughout the state for the purpose of assisting job ready consumers in their efforts to obtain employment. The Bureau of Services for Blind Persons continues to provide Employment Readiness Seminars quarterly for all job ready consumers. The seminars allow local employer's opportunities to interview job ready consumers to enhance their interviewing skills and to provide consumers with feedback regarding their interviewing techniques. Also, employers may share with job ready consumers possible positions available within their company. The seminars provide prospective job ready consumers with information regarding work incentives and benefits planning with Work Incentive Planning and Assistance. The Bureau of Services for Blind Persons encourages consumers to utilize Disability Benefits 101 website, educating parents on work related benefits and strategies for transitioning youth. The Bureau of Services for Blind Persons will continue to work with the National Business Network, trade organizations and apprenticeship programs through its Business Services staff to expand employment opportunities for the population that the Bureau of Services for Blind Persons serves.

Indicator 1.2: Percentage of Individuals Receiving Services Who Had Employment Outcomes. The Bureau of Services for Blind Persons was not successful in achieving this indicator. As a result of continuing high unemployment rate in the State of Michigan which had a direct impact on the employment of persons with disabilities, especially those that are blind and visually impaired, the Bureau is working with a number of employment agencies as well as obtaining training for staff in the Employment Certificate program, Michigan Works! and other community partners to be aware of employment vacancies in the communities. The Bureau of Services for Blind Persons makes available to counseling staff the opportunity to participate in job placement training through the Michigan Rehabilitation Counselors and Educators Association and the Job Placement Division within the Michigan Rehabilitation Association, along with private trainers emphasizing job placement techniques as well as Technical Assistance and Continuing Education Supported Employment programs that equip the staff with tools to compete in the competitive labor market. The Bureau continues to utilize its job placement specialists along with counselors to assist job ready consumers in obtaining gainful employment. The job placement specialists and collaboration with community organizations are assisting the Bureau to increase its efforts to expand employment opportunities.

Indicator 1.3: Percentage of Individuals with Employment Outcomes Who Were Competitively Employed. The Bureau of Services for Blind Persons staff is aware of the importance of establishing relationships with employers in order to increase opportunities for consumers to expand employment options that will result in more individuals being placed in the competitive labor market. The agency plans to continue to meet this goal by working with the employer community. The Bureau of Services for Blind Persons met this indicator with 83.59 percent.



Indicator 1.4: Percentage of Persons with Competitive Employment Outcomes Who Had Significant Disabilities. The individuals that the Bureau of Services for Blind Persons serves are those with blindness which is considered a most severely disabled. The Bureau of Services for Blind Persons met this indicator with 96.67 percent.

Indicator 1.5: Ratio of Average vocational rehabilitation Hourly Wage to Average Wage. The Bureau of Services for Blind Persons continues to provide consumers with choices regarding their vocational objectives; therefore, the development of career options has continued to assist the Bureau of Services for Blind Persons in reaching this indicator. The agency met this indicator with 0.666 percent.

Indicator 1.6: Difference in Percentage of individuals Achieving Competitive Employment Who Report Own Income as Primary Source of Support at Closure and Application. It is a goal of the Bureau of Services for Blind Persons to provide consumers with options to choose careers that lead to gainful employment. As a result of the economy and consumers desire to become employed, the Bureau of Services for Blind Persons staff emphasized the importance of obtaining full-time employment. The agency established a goal to refer consumers to benefit planners to provide information to job seekers. As a result of this activity, individuals received information that enabled them to make choices regarding full-time employment. The Bureau met this indicator with 45.19 percent.

Indicator 2.1: Ratio of Minority to Non-Minority Service Rate. The Bureau of Services for Blind Persons did not meet this indicator with 0.727. The Bureau of Services for Blind Persons continues to emphasize the importance of outreach to minority populations that are experiencing blindness and visual impairment. The Cultural Diversity team is one of the Bureau of Services for Blind Persons teams that provide the agency with information that assist the Bureau in providing services to various minority populations. This team invites representatives from various minority populations to share cultural practices and values of the particular group. The staff is primarily responsible for making contacts with agencies and organizations that serves minority individuals to provide information regarding the agency's procedures and practices for obtaining services.

The Bureau continues to create and maintain new services for medium to small businesses operated, managed or owned by legally blind individuals. BADP will offer assistance, consultation services, developmental information, educational programs and guidance for medium and small businesses managed, operated or owned by legally blind entrepreneurs.

### **Quality, Scope, and Extent of Supported Employment Services**

*Include the following:*

- *The quality, scope, and extent of supported employment services to be provided to individuals with the most significant disabilities, including youth with the most significant disabilities.*
- *The timing of transition to extended services.*

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## **Michigan Rehabilitation Services**

Michigan Rehabilitation Services offers a variety of supported employment services to individuals with the most significant disabilities throughout the state to assist with the achievement of competitive integrated employment. Michigan Rehabilitation Services will be adding customized employment to the list of vocational rehabilitation service options under supported employment.

Person-centered planning is used to assist individuals referred by mental health programs in selecting an employment goal; needed services and supports; and service providers that are needed to reach the supported employment goal. Services that are provided include, but are not limited to individual community-based placement; trial work experiences; psychosocial rehabilitation via clubhouse programs; job coaching; job referral; job development; job placement; and long-term follow along (including natural supports). Supported employment services are provided in integrated community settings to the maximum extent possible. Michigan Rehabilitation Services provides extended services until the customer has stabilized on their job. Following job stabilization, Michigan Rehabilitation Services closes the customer file and the local Community Mental Health Services Programs or natural supports are utilized to provide extended services.

Michigan Rehabilitation Services will be adjusting the service delivery system to allocate 50 percent of the federal supported employment allotment on supported employment services for eligible youth with the most significant disabilities. Policy will be changed to allow for the provision of extended services to youth with the most significant disabilities up to 4 years as well as increasing extended services from 18 to 24 months as stated in the WIOA. Customized Employment will be added to policy as a vocational rehabilitation service option.

The Michigan Department of Education, Michigan Department of Health and Human Services including Michigan Rehabilitation Services will continue to collaborate to improve supported employment resources and services for youth at the state and local levels. Specific strategies and support services are used for students with the most significant disabilities, such as longer job coach utilization; assistive technology; specific job development approaches; and implementation of effective employment models.

Due to the Mental Health Wellness Commission Report recommendations and subsequent funding allocation, Project SEARCH (PS) is a specific employment model for students with disabilities with the most significant disabilities that is expanding in Michigan. PS is an employer driven model that offers a year of work-based learning experiences for transition students prior to their exit from secondary education. The goal of PS programming is employment at the host employer or at another employer consistent with the student's interests, strengths and abilities. At the present time there are eleven Project SEARCH programs in Michigan. In the fall of 2015, three additional Project SEARCH programs will be added. All of the programs have Michigan Rehabilitation Services, education and host business as collaborative partners. Some of the programs also have Bureau of Services for Blind Persons and community mental health as additional partners.

Michigan Rehabilitation Services has developed a commitment letter to be used with Project SEARCH partners. The goal of this letter is to promote consistency around the state in Project SEARCH contracts, in implementation of practices (including fees) and in measuring outcome



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data/return on investment. Another goal of the letter is to clarify Michigan Rehabilitation Services' interests, roles and responsibilities in Project SEARCH programs. Existing Project SEARCH programs and future programs will use this letter with Project SEARCH partners in lieu of Project SEARCH contracts.

### **Bureau of Services for Blind Persons**

The Bureau of Services for Blind Persons continues to work with the community agencies and organizations to expand the Supported Employment program to provide appropriate training and job placement services, as well as follow-along services where possible. The program provides specific supports for persons with multiple impairments. Through collaboration and partnering with community rehabilitation agencies and community mental health organizations, the Bureau has been able to develop employment opportunities within the community that allow for consumers to benefit from training and employment outcomes. The Bureau of Services for Blind Person's supported employment consumers participate in various components of the supported employment program. The agency utilizes job coaching and the follow-along services to maximize employment opportunities. The Bureau of Services for Blind Persons encourages placement in an integrated setting within the individual's community.

The Bureau of Services for Blind Person's staff and community partners work collaboratively to make a smooth transition to extended services. Once eligibility has been established and an assessment has occurred to determine the level of functioning and the vocational goal, extended services are identified. The extended services often depend upon community location as well as the availability of community organizations to provide the supports in the time period necessary for the consumer to achieve an employment outcome. Frequently, the Bureau of Services for Blind Persons incorporates follow-along services and encourages natural supports when developing the Individualized Plan for Employment that will enable individuals to maintain their employment.

The Bureau received \$86,608 to provide comprehensive training and job placement for approximately 18 consumers. The Bureau of Services for Blind Persons continues to collaborate with the local community health boards to establish the needed follow-along services in order to enable more consumers to be successfully employed.

Michigan Department of Health and Human Services, Michigan Rehabilitation Services – Certification Statements		Yes	No
1.	The <i>Michigan Department of Health and Human Services</i> is authorized to submit the vocational rehabilitation services portion of the Unified or Combined State Plan under title I of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by the WIOA, <sup>4</sup> and its supplement under title VI of the Rehabilitation Act <sup>5</sup> ;	X	
2.	As a condition for the receipt of Federal funds under title I of the Rehabilitation Act for the provision of vocational rehabilitation services, the <i>Michigan Department of Health and Human Services</i> <sup>6</sup> agrees to operate and administer the State vocational rehabilitation Services Program in accordance with the vocational rehabilitation services portion of the Unified or Combined State Plan <sup>7</sup> , the Rehabilitation Act, and all applicable regulations <sup>8</sup> , policies, and procedures established by the Secretary of Education. Funds made available under section 111 of the Rehabilitation Act are used solely for the provision of vocational rehabilitation services and the administration of the vocational rehabilitation services portion of the Unified or Combined State Plan;	X	
3.	As a condition for the receipt of Federal funds under title VI of the Rehabilitation Act for supported employment services, the designated State agency agrees to operate and administer the State Supported Employment Services Program in accordance with the supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan <sup>9</sup> , the Rehabilitation Act, and all applicable regulations <sup>10</sup> , policies, and procedures established by the Secretary of Education. Funds made available under title VI are used solely for the provision of supported employment services and the administration of the supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan;	X	
4.	The designated State agency and/or the designated State unit has the authority under State law to perform the functions of the State regarding the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement;	X	

<sup>4</sup> Public Law 113-128.

<sup>5</sup> Unless otherwise stated, "Rehabilitation Act" means the Rehabilitation Act of 1973, as amended by WIOA, signed into law on July 22, 2014.

<sup>6</sup> All references in this plan to "designated State agency" or to "the State agency" relate to the agency identified in this paragraph.

<sup>7</sup> No funds under title I of the Rehabilitation Act may be awarded without an approved vocational rehabilitation services portion of the Unified or Combined State Plan in accordance with section 101(a) of the Rehabilitation Act

<sup>8</sup> Applicable regulations, in part, include the Education Department General Administrative Regulations (EDGAR) in 34 CFR parts 76, 77, 79, 81, and 82; 2 CFR part 200 as adopted by 2 CFR part 3485; and the State vocational rehabilitation Services Program regulations.

<sup>9</sup> No funds under title VI of the Rehabilitation Act may be awarded without an approved supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan in accordance with section 606(a) of the Rehabilitation Act.

<sup>10</sup> Applicable regulations, in part, include the citations in footnote 5.

Michigan Department of Health and Human Services, Michigan Rehabilitation Services – Certification Statements continued		Yes	No
5.	The State legally may carry out each provision of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement.	X	
6.	All provisions of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement are consistent with State law.	X	
7.	The <i>Treasurer State of Michigan</i> has the authority under State law to receive, hold, and disburse Federal funds made available under the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement;	X	
8.	The <i>Authorization Organizational Representative for the Department of Health and Human Services</i> has the authority to submit the vocational rehabilitation services portion of the Unified or Combined State Plan and the supplement for Supported Employment services;	X	
9.	The agency that submits the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement has adopted or otherwise formally approved the plan and its supplement.	X	

STATEMENT		Michigan Rehabilitation Services
The State Plan must provide assurances that:		
1.	<b>Public Comment on Policies and Procedures:</b> The designated State agency assures it will comply with all statutory and regulatory requirements for public participation in the vocational rehabilitation Services Portion of the Unified or Combined State Plan, as required by section 101(a)(16)(A) of the Rehabilitation Act.	X
2.	<b>Submission of the vocational rehabilitation services portion of the Unified or Combined State Plan and Its Supplement:</b> The designated State unit assures it will comply with all requirements pertaining to the submission and revisions of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement for the State Supported Employment Services program, as required by sections 101(a)(1), (22), (23), and 606(a) of the Rehabilitation Act; section 102 of the WIOA in the case of the submission of a unified plan; section 103 of the WIOA in the case of a submission of a Combined State Plan; 34 CFR 76.140.	X
3.	<b>Administration of the vocational rehabilitation services portion of the Unified or Combined State Plan:</b> The designated State agency or designated State unit, as appropriate, assures it will comply with the requirements related to: (a) the establishment of the designated State agency and designated State unit, as required by section 101(a)(2) of the Rehabilitation Act..	X

	<p>(b) the establishment of either a State independent commission or State Rehabilitation Council, as required by section 101(a)(21) of the Rehabilitation Act. The designated State agency or designated State unit, as applicable (Option A or B must be selected):</p> <p>(A) is an independent State commission.</p> <p>(B) has established a State Rehabilitation Council</p>	B
	(c) Consultations regarding the administration of the vocational rehabilitation services portion of the Unified or Combined State Plan, in accordance with section 101(a)(16)(B) of the Rehabilitation Act and the nonfederal share, as described in 34 CFR 361.60.	X
	(d) The local administration of the vocational rehabilitation services portion of the Unified or Combined State Plan, in accordance with section 101(a)(2)(A) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the local administration of vocational rehabilitation funds.	No
	(e) The shared funding and administration of joint programs, in accordance with section 101(a)(2)(A)(ii) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the shared funding and administration of joint programs.	No
	(f) State-wideness and waivers of state-wideness requirements, as set forth in section 101(a)(4) of the Rehabilitation Act. Is the designated State agency is requesting or maintaining a waiver of state-wideness for one or more services provided under the vocational rehabilitation services portion of the Unified or Combined State Plan? (Yes/No) See Section 2 of this vocational rehabilitation services portion of the Unified or Combined State Plan.	Yes
	(g) The descriptions for cooperation, collaboration, and coordination, as required by sections 101(a)(11), (24)(B), and 606(b) of the Rehabilitation Act.	X
	(h) All required methods of administration, as required by section 101(a)(6) of the Rehabilitation Act.	X
	(i) The requirements for the comprehensive system of personnel development, as set forth in section 101(a)(7) of the Rehabilitation Act.	X
	(j) The compilation and submission to the Commissioner of statewide assessments, estimates, State goals and priorities, strategies, and progress reports, as appropriate, and as required by sections 101(a)(15), 105(c)(2), and 606(b)(8) of the Rehabilitation Act.	X
	(k) The reservation and use of a portion of the funds allotted to the State under Section 110 of the Rehabilitation Act for the development and implementation of innovative approaches to expand and improve the provision of vocational	X

	rehabilitation services to individuals with disabilities, particularly individuals with the most significant disabilities.	
	(l) The submission of reports as required by section 101(a)(10) of the Rehabilitation Act.	X
4.	<b>Administration of the Provision of vocational rehabilitation Services:</b> The designated State agency, or designated State unit, as appropriate, assures that it will: (a) Comply with all requirements regarding information and referral services in accordance with sections 101(a)(5)(D) and (20) of the Rehabilitation Act.	X
	(b) Impose no duration of residence requirement as part of determining an individual's eligibility for vocational rehabilitation services or that excludes from services under the plan any individual who is present in the State in accordance with section 101(a)(12) of the Rehabilitation Act.	X
	(c) Provide the full range of services listed in section 103(a) of the Rehabilitation Act as appropriate, to all eligible individuals with disabilities in the State who apply for services in accordance with section 101(a)(5) of the Rehabilitation Act? (Yes/No)	No
	(d) Comply with all required available comparable services and benefits, determined to be available to the individual in accordance with section 101(a)(8) of the Rehabilitation Act and	X
	(e) Comply with the requirements for the development of an individualized plan for employment in accordance with section 102(b) of the Rehabilitation Act.	X
	(f) Comply with requirements regarding the provisions of informed choice for all applicants and eligible individuals in accordance with section 102(d) of the Rehabilitation Act.	X
	(g) Provide vocational rehabilitation services to American Indians who are individuals with disabilities residing in the State, in accordance with section 101(a)(13) of the Rehabilitation Act.	X
	(h) Comply with the requirements for the conduct of semiannual or annual review, as appropriate, for individuals employed either in an extended employment setting in a community rehabilitation program or any other employment under section 14(c) of the Fair Labor Standards Act, as required by section 101(a)(14) of the Rehabilitation Act.	X
	(i) Meet the requirements in sections 101(a)(17) and 103(b)(2) of the Rehabilitation Act if the State elects to construct, under special circumstances, facilities for community rehabilitation programs.	X
5.	<b>Program Administration for the Supported Employment Title VI Supplement:</b> (a) The designated State unit assures that it will include in the vocational rehabilitation services portion of the Unified or	X



	Combined State Plan all information required by Section 606 of the Rehabilitation Act.	
	(b) The designated State agency assures that it will submit reports in such form and in accordance with such procedures as the Commissioner may require and collects the information required by section 101(a)(10) of the Rehabilitation Act separately for individuals receiving supported employment services under title I and individuals receiving supported employment services under title VI of the Rehabilitation Act.	X
6.	<b>Financial Administration:</b> (a) The designated State agency assures that it will expend no more than 2.5 percent of the state's allotment under title VI for administrative costs of carrying out this program; and the designated State agency or agencies will provide, directly or indirectly through public or private entities, non-Federal contributions in an amount that is not less than 10 percent of the costs of carrying out supported employment services provided to youth with the most significant disabilities with the funds reserved for such purpose under section 603(d) of the Rehabilitation Act, in accordance with section 606(b)(7)(G) and (H) of the Rehabilitation Act.	X
	(b) The designated State agency assures that it will use funds made available under title VI of the Rehabilitation Act only to provide supported employment services to individuals with the most significant disabilities, including extended services to youth with the most significant disabilities, who are eligible to receive such services; and, that such funds are used only to supplement and not supplant the funds provided under Title I of the Rehabilitation Act, when providing supported employment services specified in the individualized plan for employment, in accordance with section 606(b)(7)(A) and (D), of the Rehabilitation Act.	X
7.	<b>Provision of Supported Employment Services:</b> (a) The designated State agency assures that it will provide supported employment services as defined in Section 7(39) of the Rehabilitation Act.	X
	(b) The designated State agency assures that: i. The comprehensive assessment of individuals with significant disabilities conducted under section 102(b)(1) of the Rehabilitation Act and funded under title I of the Rehabilitation Act includes consideration of supported employment as an appropriate employment outcome, in accordance with the requirements of section 606(b)(7)(B) of the Rehabilitation Act. ii. An individualized plan for employment that meets the requirements of section 102(b) of the Rehabilitation Act, which is developed and updated	X



	with title I funds, in accordance with section 102(b)(3)(F) and 606(b)(6)(C) and (E) of the Rehabilitation Act.	
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Michigan Department of Licensing and Regulatory Affairs – Certification Statements		Yes	No
1.	The <b>Bureau Director</b> is authorized to submit the vocational rehabilitation services portion of the Unified or Combined State Plan under title I of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by WIOA, <sup>4</sup> and its supplement under title VI of the Rehabilitation Act <sup>5</sup> ;	X	
2.	As a condition for the receipt of federal funds under title I of the Rehabilitation Act for the provision of vocational rehabilitation services, the <b>Bureau Director</b> <sup>6</sup> agrees to operate and administer the State vocational rehabilitation Services Program in accordance with the vocational rehabilitation services portion of the Unified or Combined State Plan <sup>7</sup> , the Rehabilitation Act, and all applicable regulations <sup>8</sup> , policies, and procedures established by the Secretary of Education. Funds made available under section 111 of the Rehabilitation Act are used solely for the provision of vocational rehabilitation services and the administration of the vocational rehabilitation services portion of the Unified or Combined State Plan;	X	
3.	As a condition for the receipt of Federal funds under title VI of the Rehabilitation Act for supported employment services, the designated State agency agrees to operate and administer the State Supported Employment Services Program in accordance with the supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan <sup>9</sup> , the Rehabilitation Act, and all applicable regulations <sup>10</sup> , policies, and procedures established by the Secretary of Education. Funds made available under title VI are used solely for the provision of supported employment services and the administration of the supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan;	X	
4.	The designated State agency and/or the designated State unit has the authority under State law to perform the functions of the State regarding the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement;	X	
5.	The State legally may carry out each provision of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement.	X	

<sup>4</sup> Public Law 113-128.

<sup>5</sup> Unless otherwise stated, "Rehabilitation Act" means the Rehabilitation Act of 1973, as amended by WIOA, signed into law on July 22, 2014.

<sup>6</sup> All references in this plan to "designated State agency" or to "the State agency" relate to the agency identified in this paragraph.

<sup>7</sup> No funds under title I of the Rehabilitation Act may be awarded without an approved **vocational rehabilitation** services portion of the Unified or Combined State Plan in accordance with section 101(a) of the Rehabilitation Act

<sup>8</sup> Applicable regulations, in part, include the Education Department General Administrative Regulations (EDGAR) in 34 CFR parts 76, 77, 79, 81, and 82; 2 CFR part 200 as adopted by 2 CFR part 3485; and the State vocational rehabilitation Services Program regulations.

9 No funds under title VI of the Rehabilitation Act may be awarded without an approved supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan in accordance with section 606(a) of the Rehabilitation Act.

<sup>10</sup> Applicable regulations, in part, include the citations in footnote 5.

Michigan Department of Licensing and Regulatory Affairs – Certification Statements continued		Yes	No
6.	All provisions of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement are consistent with State law.	X	
7.	The <i>Treasurer State of Michigan</i> has the authority under State law to receive, hold, and disburse Federal funds made available under the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement;	X	
8.	The <i>Bureau Director</i> has the authority to submit the vocational rehabilitation services portion of the Unified or Combined State Plan and the supplement for Supported Employment services;	X	
9.	The agency that submits the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement has adopted or otherwise formally approved the plan and its supplement.	X	

STATEMENT		Bureau of Services for Blind Persons
The State Plan must provide assurances that:		
1.	<b>Public Comment on Policies and Procedures:</b> The designated State agency assures it will comply with all statutory and regulatory requirements for public participation in the vocational rehabilitation Services Portion of the Unified or Combined State Plan, as required by section 101(a)(16)(A) of the Rehabilitation Act.	X
2.	<b>Submission of the vocational rehabilitation services portion of the Unified or Combined State Plan and Its Supplement:</b> The designated State unit assures it will comply with all requirements pertaining to the submission and revisions of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement for the State Supported Employment Services program, as required by sections 101(a)(1), (22), (23), and 606(a) of the Rehabilitation Act; section 102 of the WIOA in the case of the submission of a unified plan; section 103 of the WIOA in the case of a submission of a Combined State Plan; 34 CFR 76.140.	X
3.	<b>Administration of the vocational rehabilitation services portion of the Unified or Combined State Plan:</b> The designated State agency or designated State unit, as appropriate, assures it will comply with the requirements related to:	X

	(m) the establishment of the designated State agency and designated State unit, as required by section 101(a)(2) of the Rehabilitation Act..	
	(n) the establishment of either a State independent commission or State Rehabilitation Council, as required by section 101(a)(21) of the Rehabilitation Act. The designated State agency or designated State unit, as applicable (Option A or B must be selected): (A) is an independent State commission. (B) has established a State Rehabilitation Council.	B
	(o) Consultations regarding the administration of the vocational rehabilitation services portion of the Unified or Combined State Plan, in accordance with section 101(a)(16)(B) of the Rehabilitation Act and the nonfederal share, as described in 34 CFR 361.60.	X
	(p) The local administration of the vocational rehabilitation services portion of the Unified or Combined State Plan, in accordance with section 101(a)(2)(A) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the local administration of vocational rehabilitation funds.	No
	(q) The shared funding and administration of joint programs, in accordance with section 101(a)(2)(A)(ii) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the shared funding and administration of joint programs.	No
	(r) State-wideness and waivers of state-wideness requirements, as set forth in section 101(a)(4) of the Rehabilitation Act. Is the designated State agency is requesting or maintaining a waiver of state-wideness for one or more services provided under the vocational rehabilitation services portion of the Unified or Combined State Plan? (Yes/No) See Section 2 of this vocational rehabilitation services portion of the Unified or Combined State Plan.	Yes
	(s) The descriptions for cooperation, collaboration, and coordination, as required by sections 101(a)(11), (24)(B), and 606(b) of the Rehabilitation Act.	X
	(t) All required methods of administration, as required by section 101(a)(6) of the Rehabilitation Act.	X
	(u) The requirements for the comprehensive system of personnel development, as set forth in section 101(a)(7) of the Rehabilitation Act.	X
	(v) The compilation and submission to the Commissioner of statewide assessments, estimates, State goals and priorities, strategies, and progress reports, as appropriate, and as required by sections 101(a)(15), 105(c)(2), and 606(b)(8) of the Rehabilitation Act.	X

	(w) The reservation and use of a portion of the funds allotted to the State under Section 110 of the Rehabilitation Act for the development and implementation of innovative approaches to expand and improve the provision of vocational rehabilitation services to individuals with disabilities, particularly individuals with the most significant disabilities.	X
	(x) The submission of reports as required by section 101(a)(10) of the Rehabilitation Act.	X
4.	<b>Administration of the Provision of vocational rehabilitation Services:</b> The designated State agency, or designated State unit, as appropriate, assures that it will: (j) Comply with all requirements regarding information and referral services in accordance with sections 101(a)(5)(D) and (20) of the Rehabilitation Act.	X
	(k) Impose no duration of residence requirement as part of determining an individual's eligibility for vocational rehabilitation services or that excludes from services under the plan any individual who is present in the State in accordance with section 101(a)(12) of the Rehabilitation Act.	X
	(l) Provide the full range of services listed in section 103(a) of the Rehabilitation Act as appropriate, to all eligible individuals with disabilities in the State who apply for services in accordance with section 101(a)(5) of the Rehabilitation Act? (Yes/No)	Yes
	(m) Comply with all required available comparable services and benefits, determined to be available to the individual in accordance with section 101(a)(8) of the Rehabilitation Act and	X
	(n) Comply with the requirements for the development of an individualized plan for employment in accordance with section 102(b) of the Rehabilitation Act.	X
	(o) Comply with requirements regarding the provisions of informed choice for all applicants and eligible individuals in accordance with section 102(d) of the Rehabilitation Act.	X
	(p) Provide vocational rehabilitation services to American Indians who are individuals with disabilities residing in the State, in accordance with section 101(a)(13) of the Rehabilitation Act.	X
	(q) Comply with the requirements for the conduct of semiannual or annual review, as appropriate, for individuals employed either in an extended employment setting in a community rehabilitation program or any other employment under section 14(c) of the Fair Labor Standards Act, as required by section 101(a)(14) of the Rehabilitation Act.	X
	(r) Meet the requirements in sections 101(a)(17) and 103(b)(2) of the Rehabilitation Act if the State elects to construct, under special circumstances, facilities for community rehabilitation programs.	X

5.	<b>Program Administration for the Supported Employment Title VI Supplement:</b> (c) The designated State unit assures that it will include in the vocational rehabilitation services portion of the Unified or Combined State Plan all information required by Section 606 of the Rehabilitation Act.	X
	(d) The designated State agency assures that it will submit reports in such form and in accordance with such procedures as the Commissioner may require and collects the information required by section 101(a)(10) of the Rehabilitation Act separately for individuals receiving supported employment services under title I and individuals receiving supported employment services under title VI of the Rehabilitation Act.	X
6.	<b>Financial Administration:</b> (c) The designated State agency assures that it will expend no more than 2.5 percent of the state's allotment under title VI for administrative costs of carrying out this program; and the designated State agency or agencies will provide, directly or indirectly through public or private entities, non-Federal contributions in an amount that is not less than 10 percent of the costs of carrying out supported employment services provided to youth with the most significant disabilities with the funds reserved for such purpose under section 603(d) of the Rehabilitation Act, in accordance with section 606(b)(7)(G) and (H) of the Rehabilitation Act.	X
	(d) The designated State agency assures that it will use funds made available under title VI of the Rehabilitation Act only to provide supported employment services to individuals with the most significant disabilities, including extended services to youth with the most significant disabilities, who are eligible to receive such services; and, that such funds are used only to supplement and not supplant the funds provided under Title I of the Rehabilitation Act, when providing supported employment services specified in the individualized plan for employment, in accordance with section 606(b)(7)(A) and (D), of the Rehabilitation Act.	X
7.	<b>Provision of Supported Employment Services:</b> (c) The designated State agency assures that it will provide supported employment services as defined in Section 7(39) of the Rehabilitation Act.	X
	(d) The designated State agency assures that: <ul style="list-style-type: none"> <li>iii. The comprehensive assessment of individuals with significant disabilities conducted under section 102(b)(1) of the Rehabilitation Act and funded under title I of the Rehabilitation Act includes consideration of supported employment as an appropriate employment outcome, in accordance with the requirements of section 606(b)(7)(B) of the Rehabilitation Act.</li> </ul>	X

	iv. An individualized plan for employment that meets the requirements of section 102(b) of the Rehabilitation Act, which is developed and updated with title I funds, in accordance with section 102(b)(3)(F) and 606(b)(6)(C) and (E) of the Rehabilitation Act.	
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## VII. Appendix I: Performance Goals for the Core Programs

### Appendix 1: Performance Goals for the Core Programs

*Include the state's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA.*

Detailed guidance is pending from one or more federal partners regarding data definitions, sources, validation, and submission requirements. The Workforce Development Agency, which oversees the WIOA Title 1 Adult, Dislocated Worker, and Youth programs, the WIOA Title II Adult Education and Family Literacy, and Title III Wagner-Peyser, will work with the Michigan Department of Health and Human Services and Licensing and Regulatory Affairs which oversees the WIOA Title IV Vocational Rehabilitation program (Michigan Rehabilitation Services and respectively), to adopt joint performance reporting requirements as outlined in the WIOA Act Section 116. Joint performance measures for the WIOA will consist of six customer outcomes specific to core indicators of performance and employer (customer) satisfaction by program.



	Projected	PY 2016 / FY 2017			PY 2017 / FY 2018		
	Baseline	Proposed	Negotiated	Proposed Final Change in Performance	Proposed	Negotiated	Proposed Final Change in Performance
<b>Employment (Second Quarter after Exit)</b>							
<b>Adults</b>							
<b>Dislocated Workers</b>							
<b>Youth</b>							
<b>Wagner- Peyser / Labor Exchange</b>							
<b>Adult Education</b>							
<b>Rehabilitative Services</b>							
<b>Employment (Fourth Quarter after Exit)</b>							
<b>Adults</b>							
<b>Dislocated Workers</b>							
<b>Youth</b>							

	Projected	PY 2016 / FY 2017			PY 2017 / FY 2018		
	Baseline	Proposed	Negotiated	Proposed Final Change in Performance	Proposed	Negotiated	Proposed Final Change in Performance
Wagner-Peyser / Labor Exchange							
Adult Education							
Rehabilitative Services							
Median Earnings (Second Quarter after Exit)							
Adults							
Dislocated Workers							
Youth							
Wagner-Peyser / Labor Exchange							
Adult Education							
Rehabilitative Services							
Credential Attainment Rate							

	Projected	PY 2016 / FY 2017			PY 2017 / FY 2018		
	Baseline	Proposed	Negotiated	Proposed Final Change in Performance	Proposed	Negotiated	Proposed Final Change in Performance
Adults							
Dislocated Workers							
Youth							
Wagner-Peyser / Labor Exchange							
Adult Education							
Rehabilitative Services							
Measureable Skill Gains							
Adults							
Dislocated Workers							
Youth							
Wagner-Peyser / Labor Exchange							
Adult Education							
Rehabilitative Services							

	Projected  Baseline	PY 2016 / FY 2017			PY 2017 / FY 2018		
		Proposed	Negotiated	Proposed Final Change  in Performance	Proposed	Negotiated	Proposed Final Change  in Performance
<b>Effectiveness in Serving Employers</b>							
<b>Adults</b>							
<b>Dislocated Workers</b>							
<b>Youth</b>							
<b>Wagner- Peyser / Labor Exchange</b>							
<b>Adult Education</b>							
<b>Rehabilitative Services</b>							
<b>Combined Federal Partner Measures</b>							
<b>1</b>							
<b>2</b>							
<b>3</b>							
<b>etc.</b>							
<b>State / Governor</b>							

	Projected Baseline	PY 2016 / FY 2017			PY 2017 / FY 2018		
				Proposed Final Change in Performance			Proposed Final Change in Performance
		Proposed	Negotiated		Proposed	Negotiated	
Education and Workforce Measures							
1							
2							
3							
etc.							

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